

**Army Reserve**  
**UNITED STATES ARMY RESERVE COMMAND**  
**RETENTION AND TRANSITION PERSONNEL HANDBOOK**

---

**History.** This printing publishes a revision of USARC Pamphlet 140-1, Retention Personnel Handbook, 1 Jun 97.

**Summary.** This pamphlet supports USARC Reg 140-6 by providing specific retention and transition duties for retention and transition personnel, examples and samples to assist with accomplishment of duties.

**Applicability.** This regulation applies to Headquarters, USARC and its Major Subordinate Commands (MSCs) consisting of Regional Support Commands (RSCs), Training Support Divisions (TSDs), Divisions (Institutional Training) (DIV (IT)), Readiness Command, Army Reserve Readiness Training Center (ARRTC), Military Intelligence Augmentation Detachment (MIAD), National AMEDD Augmentation Detachment (NAAD), USA Element HQ Atlantic Command, and the Small Arms Training Team. This also applies to USARC installations. This regulation impacts on unit readiness and mobilization. This regulation is not applicable to USAR units that have been mobilized. It may be used by USAR commands not under the jurisdiction of the USARC. A link to this pamphlet and other Command publications is on the USARC Intranet web site at <http://usarcintra/>. Local reproduction is authorized.


**Interim changes.** Interim changes to this pamphlet are not official unless authenticated by the Chief Information Office (CIO), USARC. Users will destroy interim changes on their expiration date unless superseded or rescinded.

**Suggested improvements.** Users are invited to send comments and suggestions on DA Form 2028 (Recommended Changes to Publication and Blank Forms) to this Headquarters, ATTN: DAAR-RTO.

FOR THE COMMANDER:

MITCHELL M. ZAIS  
Brigadier General, USA  
Chief of Staff

OFFICIAL:

  
MELVIN T. LEONARD, JR.  
Director, Army Reserve Information  
Systems Services

DISTRIBUTION: A+; USASOC, 7th ARCOM and 9th RSC

---

**CONTENTS** *(Listed by paragraph number)*

**Chapter 1**

**General**

Purpose 1-1

References 1-2

Explanation of abbreviations 1-3

Retention and Transition Personnel mission 1-4

Objective 1-5

Priority of activity 1-6

**Chapter 2**

**Retention and Transition Personnel Duties**

MSC Responsibilities 2-1

AGR Retention and Transition Officers assigned to MSCs 2-2

AGR Retention and Transition NCOs (RTNCO) assigned to MSCs 2-3

AGR RTNCOs assigned to a Troop Program Unit 2-4

IDT RTNCOs filling MOS 79S/V positions 2-5

Duty Appointed Retention and Transition NCO (DARN) 2-6

Unit Sponsorship Coordinator Responsibilities 2-7

RTNCO Job Descriptions 2-8

**Chapter 3**

**Technical Warrant Officer (TWO) Transitions**

Purpose 3-1

Mission 3-2

Determining Eligibility 3-3

Position Vacancies 3-4

Lead Generation and Prospecting 3-5

Processing Procedures 3-6

Mission Credit 3-7

Warrant Officer Candidate Maintenance 3-8

## **Chapter 4**

### **IRR to TPU Transfer Processing**

Purpose **4-1**

RTNCO Responsibilities **4-2**

Mission Credit **4-3**

Quality control and procedures **4-4**

Administrative Requirements **4-5**

## **Chapter 5**

### **Lead Generation and Prospecting**

Purpose **5-1**

Lead Generation and Prospecting **5-2**

Lead Sources **5-3**

Prospecting **5-4**

Prior Service Leads List **5-5**

Scheduling Appointments **5-6**

Leads Form File System **5-7**

## **Chapter 6**

### **Transition and TWO Interview Procedures**

Purpose **6-1**

Conducting a Transition or TWO Interview **6-2**

## **Appendixes**

**A.** References

**B.** Sample RTNCO Job Description

**C.** Sample MSC Retention and Transition Training Plan and Unit Notification

**D.** IDT RTNCO Planning Session Guidance

**E.** Annual/Semi-Annual IDT RTNCO Training Session Guidance

**F.** Modified Unit Climate Profile Procedures and Sample

**G.** Lesson Plan and Outline for Sponsor Training

**H.** Sample Unit Retention and Transition Standing Operating Procedures (SOP)

**I.** Duty Appointed Retention and Transition NCO (DARN) Guidance Samples

**J.** Format for After Action Reports

**K.** IDT RTNCO Visitation Agenda

**L.** Unit Management Information and Requirements

**M.** Mentor's Guide

**N.** USAR Warrant Officer Checklist

**O.** Instructions for Completing USARC Form 95-R

**P.** Instructions for Completing USARC Form 96-R

**Q.** Instructions for Completing USARC Form 97-R  
Glossary

---

## **Chapter One**

### **General**

#### **1-1. Purpose**

To provide Retention and Transition Personnel with specific guidance concerning their retention and transition duties and responsibilities.

#### **1-2. References**

See appendix A for required and related references and forms. Also at appendix A are retention and transition-related topics cross-referenced by subject and their corresponding publications.

#### **1-3. Explanation of abbreviations**

Abbreviations used in this pamphlet are explained in the glossary.

#### **1-4. Retention and Transition Personnel mission**

The Retention and Transition Personnel mission accomplishes the following:

- a. Enhance personnel readiness of units by retaining soldiers who are eligible to reenlist.
- b. Assist commanders and leaders in retaining soldiers, especially first term soldiers, by--
  - (1) Verifying that commanders possess and understand the unit's retention and transition mission.
  - (2) Training leadership on current regulatory and policy guidance.
  - (3) Conducting assessments to validate implementation and sustainment of the retention and transition program.
  - (4) Notifying leadership through after action reports (AAR) of discrepancies in implementation and sustainment.

(5) Follow-up to ensure noted discrepancies are corrected.

c. Transition USAR soldiers from the Individual Ready Reserve (IRR) to a Troop Program Unit (TPU).

d. Transition soldiers and submit packets for Technical Warrant Officer (TWO).

e. Submit packets to Full Time Support Management Division for transition of soldiers into the Active Guard Reserve (AGR) Recruiter Program.

#### **1-5. Objective**

Increase personnel readiness through actions that directly impact retention and transition of qualified soldiers by reducing losses, and enhancing unit strength.

#### **1-6. Priority of activity**

- a. Force Support Package (FSP) or Tier 1 units that have 50 or more enlisted soldiers required with an attrition rate greater than 30 percent.
- b. Non-FSP units that have 50 or more enlisted soldiers required with an attrition rate greater than 30 percent.
- c. Other FSP units with attrition over 30 percent.
- d. Other non-FSP units with attrition over 30 percent.
- e. Both FSP and non-FSP units that have 50 or more enlisted soldiers required with an attrition rate of 30 percent or less.
- f. Both FSP and non-FSP units that have less than 50 enlisted soldiers required and an attrition rate of 30 percent or less.

## Chapter 2

### Retention and Transition Personnel Duties

#### 2-1. MSC Responsibilities

The MSC commander is responsible for:

- a. Ensuring retention and transition personnel, to include retention and transition officers and senior RTNCOs are assigned a user identification code for direct access to data in ARCOM/MUSARC Level Application Software and USAR-Recruit Quota System (USAR-REQUEST).
- b. Ensuring the MSC Retention and Transition Office (RTO) has an 800 number and answering machine/voice mail.
- c. Verifying that each unit establishes a retention and transition plan.
- d. Establishing a Retention and Transition Program at all levels of command.
- e. Accomplishing all Retention and Transition Program missions assigned by the USARC DCG or CAR.

#### 2-2. The AGR Retention and Transition Officers assigned to MSCs

The AGR Retention and Transition Officer--

- a. Serves as the MSC commander's special staff officer for the command retention and transition program.
- b. Assists and advises the commander in the accomplishment of all assigned missions.
- c. Directs RTNCO activities within the command.
- d. Performs staff visits to subordinate commanders to validate program understanding and provides advice on actions, along with follow-up as needed, to accomplish all assigned missions.
- e. Provides Retention and Transition Division (RTD) AAR of all retention and transition visits identified as "target" units in the retention and transition plan.
- f. Ensures statistical analysis reports are prepared from Center Level Application Software (CLAS/RLAS), Commanders Retention Readiness Tool (CRRT), Total Army Database U.S. Army Reserve (TAPDB-R), and Recruit Quota System (REQUEST) data to determine loss trends and retention and transition activity priorities.
- g. Prepares the annual retention and transition training plan (see appendix C for an example). This plan is routed to MSC commanders for approval. Provides copies of approved plan to this Headquarters, ATTN: DAAR-RTR, by 14 May of each year (RCS: RCRT-056). Only those plans formatted as shown in appendix C are accepted by the RTD. The plan includes, at a minimum:
  - (1) Retention and transition training including the date(s) of training, location, who is being trained, what is being trained, expected number of attendees, and who is conducting it.
  - (2) Retention and transition visitation schedules. Visits are grouped by RTNCO with dates(s), unit and location.
  - (3) Other activities that include Recruiting Partnership Councils (RPCs), attendance or participation in external or internal workshops or conferences.

(4) Attendance of AGR and inactive duty training (IDT) retention and transition personnel to the annual Retention and Transition Training conducted by the RTD.

- h. Develop the RTD copies of changes to the annual retention and transition plan as they occur.
- i. Provides annual retention and transition budget input.
- j. Schedules and oversees retention and transition training, TWO training and unit visits by RTNCOs.
- k. Ensures professional development of RTNCOs.
- l. Provides budget support for members of the Chief, Army Reserve Retention Advisory Council (RAC).
- m. Provide AARs to RTD on the target units identified in the MSC retention and transition plan.
- n. Maintain list of trained DARNs, Unit Administrator (UA)/AGR Clerks, and Commander/Senior NCOs.
- o. Maintains list of trained DARNs, CDR/SR NCOs, and UA/AGR Clerks.

#### 2-3. The AGR RTNCOs assigned to MSCs

The AGR RTNCO performs the following retention and transition duties:

- a. Assists Retention and Transition Officer in developing the command's annual Retention and Transition Training plan, in accordance with USARC Regulation 140-6 and para 2-2g of this pamphlet.
- b. Provides input to support budget and unresourced requirements (URRs) and commander's statements using the annual retention and transition plan and other known requirements.
- c. Conducts an annual 2 or 3-day IDT RTNCO planning session (by May) to finalize the upcoming fiscal year's retention and transition visits/activities schedules. Based on availability of funding, conducts the session in an ADSW, AT or rescheduled training (RST) status. See appendix D for a guide to organizing and conducting this session.
- d. Conducts an annual, or when requirements dictate, a semi-annual IDT RTNCO training session.
- e. Attends, plans, coordinates, and conducts ARRTC's Retention and Transition Training for subordinate units and supported commands/units. The courses are:
  - (1) The DARN Course.
  - (2) Commander/Senior NCO Retention and Transition Training Course.
  - (3) The UA/AGR Unit Clerk Retention and Transition Training Course.
- f. Establishes liaison with CSMs of the command.
- g. Establishes liaison with MSC DCSOPS for management of retention and transition courses on ATRRS.
- h. Conducts visits to subordinate commands and units to validate activities of subordinate RTNCOs, along with follow-up as needed. During visits:
  - (1) Ensures implementation of the retention and transition program based on established policy

(2) Notes all deficiencies to the commander or designated representative.

(3) Provides training or recommends assistance from appropriate agency.

(4) Prepared to perform the IDT RTNCO duties outlined in para 2-5.

i. Has a copy of each unit's retention and transition mission for the current fiscal year and knows the unit's current status, glide path toward accomplishment and projected end-of-year attainment.

j. With the DARN assistance, if needed, coordinates and conducts (by March of each year) a unit climate profile (UCP) for units that exceeded 40 percent attrition during the previous fiscal year using the modified profile and procedures at appendix F. Once scheduled, makes this part of the command's retention and transition plan.

k. Coordinates training for IDT RTNCO (e.g., BNCOC, ANCO, Master Fitness, Battle Focus Instructor Training Course, computer training) as required.

l. Attends RPC meetings.

m. Assists MSC DCSPER with inactivations, reorganizations or relocations by assisting with counseling soldiers, during job fairs or similar events, about assignment alternatives and benefits associated with the loss of their TPU position.

n. Provides monthly TAPDB-R, CLAS/RLAS and pay reports to the command's RTNCO for review in support of unit visit preparation.

o. Establishes written retention and transition guidance (regulation, pamphlet and/or circular) that identifies the command policy and procedural steps to accomplish retention and transition tasks. Ensures that procedural steps address "who, when, where and how" along with the "what".

p. Prepares memorandum to permanently award the Career Counselor Badge to RTNCOs who meet the criteria of AR 600-8-22, para 8-41. Requisition both metal and sew-on badges through supply channels for IDT RTNCOs.

q. Establishes liaison with DANTES (Defense Activity for Non-Traditional Education Support), Pensacola, FL. Coordinates with DANTES to obtain an account number for each IDT RTNCO. This facilitates receipt of DANTES materials to assist in publicizing the various DANTES education and testing programs available to soldiers during unit visits.

r. Coordinates with the National Employer Support of the Guard and Reserve (ESGR) Office. Obtains list of state committee staff with address and telephone numbers. Provides this list to the IDT RTNCO and distributes it to the unit level as a resource in resolving employer problems.

s. Issue bonus control numbers in accordance with USARC Regulation 140-6. Verifies eligibility using personnel data from CLAS/RLAS, current HQDA SRIP List and USARC Form 80-1-R, Reenlistment Bonus Control Worksheet, provided from the unit. Documents issue of the number using USARC Form 80-2-R, Reenlistment Bonus Control Number Log. File requests for bonus control number in the Modern Army

Recordkeeping System (MARKS) file number 140, General Army Reserve Correspondence Files.

t. Coordinates and conducts annual RTNCO of the Year Board in accordance with USARC Regulation 140-6 and annual RTD guidance. Escorts the command's candidate to the OCAR board.

u. Establishes Memorandum of Understanding (MOU) with MSC HHC commander to establish responsibility for ensuring basic soldier tasks are conducted IAW the unit's yearly training plan, e.g., APFT, weigh in, and required training classes (i.e., annual pre-mobilization legal briefing) for MSC AGR and IDT RTNCOs. Unit commander/ISG retains responsibility for ensuring these tasks are completed for AGR RTNCOs assigned to their TPU.

v. Know the unit's retention and transition, and TWO missions for the current fiscal year, its current status, glide path toward accomplishment and projected end-of-year attainment.

w. Provide leadership with an objective assessment of the unit's retention and transition climate.

x. Provide IRR to TPU transfer assistance to soldiers.

y. Provide AGR Recruiter hire assistance.

z. Accomplishment of all missions.

aa. Attends annual USAR Retention and Transition Training conducted by the RTD.

bb. Identify discrepancies with REQUEST vacancies being advertised (e.g., wrong structure or MOSs) and notify the MSC REQUEST POC.

#### **2-4. The AGR RTNCOs assigned to a Troop Program Unit (TPU)**

a. The AGR RTNCOs performs the following duties:

(1) Advise unit commanders and ISGs of their retention and transition program responsibilities. Assists unit commanders and ISGs to implement and sustain their program in accordance with USARC Reg 140-6 by -

(a) Monitoring the Sponsorship Program.

(b) Assuming role of sponsorship coordinator.

(c) Coordinating unit retention and transition training.

(d) Establishing Retention Publicity Items (RPIs) accounts and orders RPIs. Ensure a list of available RPIs that may be ordered is on hand.

(e) Selecting location, establishing and maintaining a wall-mounted unit retention and transition bulletin board. Ensure that the bulletin board includes, as a minimum, a current HQDA SRIP List; educational information and the name and phone number of the education officer that supports the unit; the name and location of the DARN(s); ETS roster; and interview schedules for the current and upcoming month.

(f) Conducting NCODP concerning retention and transition subjects; e.g., service benefits, incentives, career planning.

(2) Monitor unit Individual Entry Training (IET) Program IAW AR 135-91.

(3) Identify discrepancies with REQUEST vacancies being advertised (e.g., wrong structure or MOSS) and notify the MSC REQUEST POC.

(4) Assist the MSC RTNCOs in conducting retention and transition training for commanders/senior NCOs, FTS personnel, IDT and DARNs.

(5) Become familiar with the OCAR/MSR retention and transition regulatory and procedural guidance. Ensure units have copies, understand the requirements, and that written internal procedure is established to implement them. See appendix H for a sample unit retention and transition SOP.

(6) Provide counseling to unit soldiers on service benefits, promotion opportunities and increasing their competitiveness for promotion, benefit loss associated with transfer to the IRR and requirements for award of MOS.

(7) Know the unit's mission for the current fiscal year, its current status, glide path toward accomplishment and projected end-of-year attainment.

(8) Provide leadership with an objective assessment of the unit's retention and transition climate.

(9) Conduct UCPs based on requests from the MSC RTNCO and unit commanders using the modified UCP at appendix D.

b. Administrative duties, such as the following:

(1) Assist unit leadership in selecting DARNs.

(2) Train DARNs on how to perform the following tasks:

(a) Review and extract data from a soldier's Military Personnel Records Jacket (MPRJ), DA Form 201 and Personnel Qualification Record (PQR), and DA Forms 2 and 2-1, that supports reenlistment, extension and Selective Reserve Incentive Program (SRIP) eligibility. Identify source location for incomplete or questionable data within the MPRJ or PQR; e.g., health records for current physical, weight control records for height/weight.

(b) Establish and maintain a suspense system to ensure all required retention and transition interviews occur.

(c) Train unit personnel on interview techniques using DA Pamphlet 611-1, The Army Interview.

(d) Determine reenlistment eligibility.

(e) Determine extension eligibility.

(f) Determine SRIP eligibility.

(g) Determine TWO eligibility.

(h) Determine IRR to TPU transfer eligibility.

(i) Prepare and review reenlistment, extension, transfer, and TWO candidate documents.

(j) Coordinate reenlistment and extension ceremonies.

(k) Organize their weekend schedule to maximize efficiency and minimize drill time used to perform retention and transition duties (using the example of MUTA-4 activity plan at appendix I.)

(3) Determine AGR Recruiter eligibility.

(4) Be familiar with the unit's unit status report (USR) personnel portion for the last reporting period and

advise the commander on required numbers to attain or sustain a required tiered resource rating.

(5) Review and make recommendations to the commander regarding timely updates to TAPDB-R suspense register.

(6) Review and make recommendations to the commander on input activity to TAPDB-R transaction register.

(7) Monitor school scheduling for non-qualified soldiers, this includes SQI, ASI and LIC training required of the soldier's duty position and provide analysis to the commander.

(8) When soldiers complete training, monitor submission of documentation (e.g., DA Form 4187) for reclassification action and order issue. Soldiers are not considered qualified for USR purposes until receipt of the DA Form 1059 showing satisfactory completion.

(9) Ensure the training base is contacted to verify status of soldiers who have not returned from training based on the expected return date.

(10) Assist UA and unit commander by:

(a) Verifying status of IET soldiers at the training base.

(b) Assisting and training unit personnel in contacting recruiting agencies to verify status of soldiers who are no shows IAW AR 140-10 para 4-18a.

(c) Monitoring submission and forwarding (e.g., DA Form 4651-R with enclosures) of documentation for soldiers who are no shows.

(11) Monitor and advise commander and First Line Leader to ensure split option soldiers are promoted to PV2 or PFC prior to departure to phase II of IET in accordance with AR 140-158.

(12) Review DA Forms 1379, sign in sheets, and commander's pay management report to determine attendance trends.

(13) Monitor submission of promotion requests for SGT/SSG vacancy fills to the promotion authority.

(14) Observe unit's promotion system process and make recommendations to the commander.

(15) Provide counseling and encourage 1SG and First Line Leaders to develop enlisted career plans and conduct career planning sessions using USARC Form 83-R. During career sessions, encourage soldiers to enroll in correspondence courses and assist with preparation of DA Form 145. A reproducible copy of USARC Form 83-R is located at the back of this publication.

(16) Advise commander/1SG about discharge requirements of AR 135-178 for soldiers who do not comply with requirement to establish a family care plan.

(17) Telephonically notify the MSC RTNCO of disagreements with USAREC recruiters or other issues that require addressing during RPCs. Attend RPCs when conducted by local USAREC company commanders.

(18) Achieve the mission of transitioning qualified soldiers into the warrant officer (WO) program.

(19) Achieve the mission of transitioning qualified soldiers from IRR to TPU IAW AR 140-10.

(20) Develop Center of Influence (COI) and Very Important Person (VIP) listing and rapport by:

(a) Compiling a list of community leaders.  
(b) Selecting from the list, the ones that could best assist in the transition effort.

(c) Initiating a plan for contacting those leaders selected.

(d) Maintaining contacts and schedule meetings with all COI/VIP.

(e) Recording results of conversations and meetings with COI/VIP on USARC Form 98-R.

(21) Contact IRR to TPU transfer prospects by use of telephone and face-to-face prospecting.

(22) Conduct a transition or TWO interview.

(23) Provide family assistance information to soldiers.

(24) Provide training and support to other USAR units based on coordinated requests through the MSC commander to the RTNCOs unit commander.

## **2-5. The IDT RTNCOs filling MOS 79S positions**

The IDT RTNCOs filling MOS 79S positions perform the following duties:

a. Conduct unit assistance visits using the priorities shown in para 1-6. During the visit the RTNCO--

(1) Conducts reinforcement training with the DARN(s) in their basic tasks identified in para 2-6.

(2) Assists unit leaders with implementation and sustainment of the unit's retention and transition program.

(3) Performs required actions as outlined in the detailed sample visitation agenda at appendix I.

(4) Conducts duties of the DARN, when necessary, during unit visits if the unit does not have one IAW para 2-6 of this pamphlet.

b. Assist AGR RTNCOs in conducting training and performing other retention and transition duties when required.

c. Prepare and maintain an annual visitation/activity schedule that shows unit visits, MSC training they will participate in and personal training they will be attending. As changes occur, inform their supervisors and obtain telephonic approval. Follow up the telephonic approval with a written change and forward it to their rater. Upon receipt of the approved document, provide copies to units they support.

## **2-6. Duty Appointed Retention and Transition NCO (DARN).**

Commanders appoint DARNs in writing using the format at appendix I, figure I-2. The DARNs perform the following duties:

a. Act as an evaluator, adviser and retention and transition trainer for the commander and ISG by--

(1) Evaluating experiences during the course of a drill or annual training (AT) period, e.g., quality of training attended or participated in, soldier's attitude about what they are doing or when it should be performed.

(2) Advising the commander and ISG of the findings of evaluations, both positive and negative. In general, providing leadership with perceptions of the units'

retention and transition climate and the impact on retention and transition of first term soldiers. Providing recommendations for improvement of retention and transition detractors.

(3) Conducting NCO training on retention and transition subjects, items; e.g., SRIP, reenlistment or extension eligibility changes.

b. Support the unit's retention and transition program by--

(1) Reviewing and extracting data from a soldier's Military Personnel Records Jacket (MPRJ), DA Form 201, and Personnel Qualification Records (PQR), DA Forms 2 and 2-1, to support reenlistment eligibility. Knowing the source location of information that is incomplete or questionable within the MPRJ or PQR, e.g., health records for current physical, weight control records for height/weight.

(2) Maintaining interview suspense schedules by using two CLAS/RLAS personnel rosters provided monthly by the UA or AGR unit clerk. The first is an alpha roster of soldiers by birth month and the second is a roster of soldiers by ETS date.

(3) Ensuring appropriate leaders conduct retention and transition interviews.

(4) Determining a soldier's reenlistment eligibility.

(5) Determining reenlistment eligibility.

(6) Determining extension eligibility.

(7) Determining Selective Reserve Incentive Program (SRIP) eligibility.

(8) Coordinating reenlistment and extension ceremonies based on desires of the soldier.

(9) Reviewing reenlistment and extension documents to determine accuracy.

(10) Assisting ISG with maintenance of the unit's retention and transition bulletin board and RPI rack.

c. The DARNs should only perform these duties for a maximum of 6 hours per MUTA-4, with 4 hours being the goal. This ensures that the soldier continues to perform duties in his/her DMOS and remains competitive with peers. To assist with organizing their activities to meet this standard, an example of a MUTA-4 activity plan is at appendix I, figure I-1.

## **2-7. Unit Sponsorship Coordinator Responsibilities**

In units without an AGR RTNCO (primary sponsorship coordinator), the unit commander assigns an FTUS person duties of Sponsorship Coordinator. The responsibilities are:

a. Coordinate sponsorship of new soldiers prior to first drill, ensure timely contact and follow-up to make sure each soldier feels welcome.

b. Select a sponsor from sponsor list provided by the ISG.

c. Prepare and mail/hand deliver a welcome letter (see sample format at figure 1) to the new soldier within 3 days after receipt of UVREPORT or other document identifying new soldier (officers, NCOs, enlisted soldiers and FTS personnel) for assignment/attachment. Include, as enclosures to the welcome letter, a strip map to the unit,

drill and AT schedule, and a key personnel list with telephone numbers.

d. Mail a copy of the welcome letter without enclosures and a copy of the UVREPORT to the sponsor.

e. Sign USAREC Form 200-C (Prospect Data Record) when the recruiter escorts the new soldier to the unit. At the same time, the recruiter will initial the USARC Form 62-R. The UA will complete the new soldier information at the top of the USARC Form 62-R, and have the soldier validate information, give soldier the name and phone number of the sponsor, and answer any questions that the new soldier(s) has. This first meeting will give the new soldier a feeling of what to expect in the unit.

f. Provide a welcome packet at the beginning of the soldier's first drill or first visit to the unit. Include copies of the unit SOPs, policy memorandums, unit history, patches, crests, etc.

g. Provide the Unit Family Readiness Liaison Officer with information about the arrival of the new soldier and any known family members.

h. The Reenlistment Eligibility Criteria Sheet from CLAS/RLAS is given to the commander prior to commander's interview with the new soldier(s) and is used during all subsequent interviews.

i. Begin in-processing new soldiers during the week prior to first drill, if possible.

j. Sponsor FTS personnel. In addition to the welcome letter, provide them with housing information. If no other FTS personnel are assigned or available at the unit to act as the person's sponsor, the next higher headquarters is to provide an FTS sponsor.

## **2-8. The RTNCO job descriptions**

All raters prepare detailed job descriptions for RTNCOs. See sample format at appendix B.

## **Chapter 3**

### **Technical Warrant Officer (TWO) Transitions**

#### **3-1. Purpose**

This chapter provides guidance for processing qualified WOs for transfer from the IRR and Army National Guard to USAR Troop Program Units (TPU) and processing qualified individuals into the USAR TWO Program.

#### **3-2. Mission**

The mission of TWO transitions is to process qualified individuals into the TWO Program, and to assign qualified WOs to valid TPU position vacancies.

#### **3-3. Determining Eligibility**

Eligibility criteria for transfer of WOs to TPU vacancies are contained in AR 140-10 Assignments, Attachments, Details, and Transfers. Eligibility for entry into the WO Candidate program is contained in AR 135-100, Appointment of Commissioned and Warrant Officers of the Army and DA Circular 601-94-1, Warrant Officer Procurement Program.

#### **3-4. Position Vacancies**

a. A valid position vacancy must exist for assignment of a WO or warrant officer candidate (WOC). A valid vacancy is defined as--

(1) Position is vacant.

(2) Position is anticipated to become vacant within 1 year.

(3) A non-MOS qualified WO that has not received or applied for MOS proponent approval to reclassify occupies position.

b. REQUEST System. The MSCs identify vacant positions and positions anticipated to become vacant, within 2 years, on the REQUEST system.

#### **3-5. Lead Generation and Prospecting**

In order for the RTNCO to successfully accomplish their WO mission, lead generation and prospecting must take place. See chapter 5, this pamphlet.

a. Lead sources should include, but are not limited to--

(1) Referrals from unit members during weekend drill, unit formations.

(2) WO IRR lists.

(3) WO mentors.

b. Prospecting (see chapter 5) efforts using a variety of leads sources is necessary to insure total TPU and IRR penetration and give maximum opportunity to contribute to the Army Reserve's readiness and end strength. The RTNCO records all leads on USARC Form 95-R, Leads Data Form, and on USARC Form 97-R, Leads Processing List. Prospecting is outlined in chapter 5 of this pamphlet.

c. The RTNCO conducts unit presentations and interviews. The interview can be conducted anywhere the applicant feels comfortable and relaxed.

#### **3-6. Processing Procedures**

a. The RTNCO completes DA Form 4651-R on WOs qualified for assignment to TPU vacancies and WO transfers from the IRR to TPU and between TPUs. Coordinate with the Retention and Transition Branch (RTB) (DAAR-RTR) to determine eligibility for assignment (e.g. promotion status, physical, and security clearance) for IRR soldiers. Send the DA Form 4651-R through RTD for transfers from the IRR. Forward DA Form 4651-R to the MSC for TPU transfers with an information copy to the RTD. A copy of the assignment order should be provided to the RTD to ensure proper credit.

b. Procedures for transferring from the Army National Guard to the USAR are in AR 140-10. A copy of the conditional release form and assignment orders is sent to the RTD.

c. The WOC. The RTNCO processes enlisted soldiers for WO candidacy and does the following:

(1) Procedures

(a) Complete USARC Form 95-R on all candidates.

(b) Annotate USARC Form 97-R with soldier's information.

(c) Schedule the pre-appointment physical examination. When projecting applicants for Military Entrance Processing Stations (MEPS) processing, local MEPS policies will be followed.

(d) Provide the applicant with the USAR WO application checklist at appendix N of this pamphlet and assist completion.

(e) When the applicant has satisfied the requirements of the application checklist, the RTNCO (RTNCO) completes the application.

(f) Following completion of the application, the RTNCO maintains a residual copy on file and submit the original packet and all supporting documents to the major command RTO for a quality control check.

(g) The RTNCO maintains a copy of the DA select memorandum with the copy of the packet and retains it for 2 years.

(2) Medical processing. All applicants must meet pre-appointment physical fitness standards as prescribed in AR 40-501, chapter 2. This physical can be conducted at any military hospital, USAR medical unit (TPU), or MEPS, if necessary.

(a) If it is determined that medical documentation is required, obtain it and forward in accordance with the policy of the organization conducting the physical, prior to the applicants arrival. If an applicant is found disqualified at MEPS, medical documents should be forwarded to the Army Reserve - Personnel Command (AR-PERSCOM) Surgeon, who has final decision authority.

(b) Ensure that permanently disqualified applicants understand the reason(s) for their disqualification(s). Ensure applicants with a temporary disqualification understand the reason(s), so corrective action can be taken.

(3) Application Processing.

(a) The RTNCO prepares DA Form 61, Application for Appointment, in accordance with AR 135-100. A checklist is at appendix N.

(b) Include in the application, a copy of the unit vacancy report from REQUEST showing the WO positions reserved by last name, last four digits of the social security number (SSN), and in a "hold status". This will verify the position has been loaded and reserved.

(c) The RTD makes every effort to correct administrative errors in the application. If the RTD returns an application, the RTNCO corrects any administrative errors, or add required missing documents before returning the application.

(d) The MSC advises the applicant if he/she is not selected by the DA board or not approved by the MOS proponent. The RTD formally advises the applicant by letter.

d. Commissioned officers, former commissioned officers and WOs. The RTNCO processes commissioned officers, former commissioned officers and WOs as described in para 3-6c. The requirement for the DA board and attendance at Warrant Officer Candidate School (WOCS) is waived for these individuals.

e. Candidates from other Services. The RTNCO processes candidates from other services as described in para 3-6c. Upon selection by the DA board the candidate must enlist in the unit with the WO vacancy before beginning training.

### **3-7. Mission Credit**

The RTNCO and the commander receive mission credit upon--

a. Receipt of orders assigning a MOS qualified WO to a valid position vacancy from the IRR or from an overstrength status in another TPU.

b. Selection of a WO applicant by the DA board.

c. Receipt of orders assigning a non-MOS qualified WO that has received MOS proponent approval to reclassify in the vacant position MOS.

### **3-8. Warrant Officer Candidate (WOC) Maintenance**

a. Unit Responsibilities.

The unit is responsible for preparing the candidate for WOCS. Appendix L describes unit management information and requirements.

b. The RTNCO responsibilities. Responsible for:

(1) Periodically following up with the WOC to ensure preparation for WOCS.

(2) Coordinate the unit's preparation effort with the WO Command Mentor and AR-PERSCOM.

(3) Assist the unit in preparing the candidate for WOCS.

c. The AR-PERSCOM Responsibilities. Responsible for scheduling the candidate for WOCS and the Warrant Officer Basic Course (WOBC).

d. The WO Command Mentor Program. The Program began as an informal program by the USARC in Aug 95. The OCAR formalized the mentor program by DA message in Aug 97 (mentor's guide is at appendix M). The purpose of the program is to reduce the attrition rate of USAR soldiers at WOCS. Each MSC is responsible for the following:

(1) Appoint a WO Command Mentor to coordinate the program's efforts. Each MSC down to and including those commanded by a colonel appoints a WO mentor. Units and organizations below this level may appoint a WO mentor if desirable and/or based on having WO vacancies or WOC assigned.

(2) Designate a WO mentor for each candidate selected by the DA board

(3) Ensure that all applicants for the WOC program pass a "for record" APFT administered by a master fitness trainer (MFT). If a MFT is not locally available, a soldier possessing the physical fitness badge can administer a "for record" APFT.

(4) Ensure a WO mentor interviews the candidate to assess the soldier's readiness to attend WOCS. This interview also includes personal and family readiness. The mentor identifies any shortcomings or weaknesses and recommends a course of action for improvement.

(5) Ensure a MFT administers a second APFT, to army standards, 60 days prior to the candidate attending WOCS.



## Chapter 4

### IRR to TPU Transfer Processing

#### 4-1. Purpose

The purpose of this chapter is to provide the requirements for processing soldiers from the IRR to USAR TPU. All transfers of soldiers from IRR to TPU must be IAW AR 140-10.

#### 4-2. The RTNCO Responsibilities

The following are the RTNCO responsibilities:

- a. Ensure all IRR soldiers desiring to transfer into a TPU have their assignments obtained and processed using the *REQUEST* system. The RTNCO prints all screens after input of required data.
- b. Use the *New Applicant Processing* feature in *REQUEST* to view all open vacancies within a 50-mile radius from the soldier's home and input all the soldier's personal data. When completing the reservation, the ship date is the date of reservation. When "no opportunities" are displayed on *REQUEST* or when the screen displays, "unit will not provide training for the following vacancies," the RTNCO calls the RSC DCSPER to obtain assistance in loading a vacancy.
- c. Complete a DA Form 4651-R to assign the soldier to a unit. The RTNCOs makes every effort to assign soldiers into positions for which they are MOS qualified and into positions in the soldier's current grade or one grade higher. As an exception to the one grade higher rule, soldiers being assigned to Drill Sergeant "X" identified positions; may be of the current grade or two grades higher IAW AR 140-10.
- d. Unit interviews are required whenever the conditions at para 4-2f exist. The commander, or designated representative, and the soldier annotate the interview on DA Form 4651-R.
- e. Except for NAAD and MIAD soldiers, RTNCOs ensures that soldiers residing beyond a reasonable commuting distance are able to satisfactorily attend unit training assemblies.
- f. If the soldier was previously transferred from a TPU as an unsatisfactory participant, a unit acceptance is required in accordance with AR 140-10.
- g. Print all pages of the reservation confirmation and place in the soldier's residual file. Provide a copy of the congratulation page to the soldier as a courtesy.
- h. The RTNCO then initiates DA Form 3540-R, Certificate and Acknowledgment of U.S. Army Reserve Service Requirements and Methods of Fulfillment, DA 5435-R, GI Bill Statement of Understanding, and DA Form 5261-3-R, Affiliation Bonus Addendum, if applicable. These documents are placed in the soldier's file until the soldier attends the 1st training assembly. The Full Time Support personnel then process these documents.
- i. Use the *New Applicant Processing* feature in *REQUEST* to confirm the accession, and then ship verify the reservation. Print all pages and place in the soldier's

residual file. The RTNCO notifies the 1SG or FTS personnel of gaining unit to initiate sponsorship program.

j. Ownership of soldier's transitioning into TPU units belong to the RTNCO until the soldier receives orders, is assigned a sponsor, and the soldier attends the first drill period after receipt of orders. Ensure the soldier understands not to participate in IDT or AT prior to receipt of assignment orders in accordance with AR 140-10. To verify drill attendance by the newly assigned soldier, the RTNCO places a copy of the assigned unit DA Form 1380 or sign-in roster in the soldier's residual file. This does not apply to soldiers of the NAAD or MIAD.

#### 4-3. Mission Credit

- a. Mission credit is given to the RTNCO and commander upon verification of para 4-2i above. The RSC RTO runs a daily report to verify accessions and give credit to the RTNCO. The RSC RTO submits weekly reports to the RTD to verify status of the mission.
- b. The RSC RTO manages and verifies all soldiers transferred to their subordinate units through the Army Reserve finance report. The status of unconfirmed accessions is determined by the RSC RTO within 61 days of the accession/ship verify date. The RSC RTO office resolves issues identified with the unconfirmed accession. At 90 days, the RTD inquires about the status of the identified unconfirmed accession.
- c. After verification of the IRR no-show, the USARC RTB chief and the RSC RTO officer determines the reissue of the mission to the RTNCO and commander.
- d. Once determined, USARC RTB immediately reissues the mission.
- e. The Transition Process is not complete until the RTNCO has received confirmation that the soldier has attended the first drill (DA Form 1380 or copy of the unit's drill sign in roster).

#### 4-4. Quality control and procedures

- a. All RTNCOs are required to take every precaution and action necessary to ensure total completeness and accuracy of all forms and documents used to process soldiers for transfer into a TPU from the IRR.
- b. The RTNCO's reviewing eligibility determinations or packets ensure appropriate actions are taken to correct problems.
- c. If cases are discovered involving erroneous or potentially fraudulent transfers into the USAR TPU, report the information through the RSC RTO to the RTD team responsible for the RSC.

#### 4-5. Administrative Requirements

- a. The residual files are filed alphabetically for current year and proceeding 2 years.
- b. All USARC Forms 96-R, Leads List, are filed alphabetically for current year and proceeding year.

## Chapter 5

### Lead Generation and Prospecting

#### 5-1. Purpose

This chapter contains guidance concerning prospecting and lead generation.

#### 5-2. Lead Generation and Prospecting

a. Lead generation. Lead generation is comprised of those activities accomplished to obtain the name with address and telephone of soldiers with whom an appointment for a transition or TWO interview may be made.

b. Prospecting. Prospecting is the action taken to contact those soldiers identified as leads for the purpose of obtaining an appointment for an IRR to TPU transition or TWO candidate interview. The interview may be conducted telephonically, face-to-face, or by a referral.

#### 5-3. Lead Sources

Lead sources include, but are not limited to:

a. Automated information. Information on potential transfers or TWO candidates by use of CLAS/RLAS, TAPDB-R, or other systems.

b. The COI/VIP. Members of the community that can assist in the transition effort. It is important to keep these individuals up-to-date on USAR programs and keep them informed on the progress of their referrals. The COI is a person that has contact with prior service soldiers in our market that are not members of a TPU. The VIP is a person in the community of importance that a RTNCO has initiated contact with and talked about the USAR. The RTNCO initiates a USARC Form 98-R (COI/VIP) after initial contact with a COI or VIP, for those individuals who are able to assist the RTNCO with referrals or of influence to the community. Highlight COI or VIP at the top of the card for the purpose of quick identification. The RTNCO maintains the card in a three-ring binder labeled "COI/VIP" until it is determined that the COI/VIP is not able to assist with community awareness and provide referrals. The RTNCO writes "terminated" on the top of the USARC Form 98-R and enters the reason in the remark section of the form. The RTNCO maintains the card in the three-ring binder for a period of 1 year from the date of termination.

c. Unit referral system.

d. Local civic or community organizations (e.g., Civil Air Patrol, Chamber of Commerce).

e. Job services.

#### 5-4. Prospecting

Prospecting is broken down into two general categories:

a. Telephone prospecting. Conduct telephone prospecting to compliment other prospecting efforts (telephone prospecting is the most cost-effective method). Telephone prospecting is used to establish an appointment. When telephone prospecting, the following proper steps are:

- (1) Identify yourself and the U.S. Army Reserve.
- (2) Establish rapport.

(3) Ask fact-finding, open-ended questions to determine the soldier's needs, goals, and desires.

(4) Provide information to the soldier based on the soldier's needs, goals, and desires.

(5) Ask for the appointment.

(6) Handle objections as they arise by confirming your understanding of the objection, preparing the prospect for your answer and answering the objection by stressing the benefit.

(7) Confirm the appointment.

(8) Document the call.

b. Face-to-face prospecting. Any activity that provides face-to-face contact with the general public to obtain appointments is considered face-to-face prospecting. This method is designed to obtain exposure of your unit by telling the Army Reserve story.

#### 5-5. Prior Service Leads List

Each RTNCO assists with maintaining and updating a prior service leads list in a three-ring binder using USARC Form 96-R using a separate page for each letter of the alphabet. Maintain Vacancy Potential Transcripts and other automated leads lists in the rear of the three-ring binder and update as new lists become available. For those who are not transferred, the results of initial contact may be posted directly to the list. Abbreviations for the PS leads list are:

- a. TC: Telephone call.
- b. HC: House call.
- c. MO: Mailout.
- d. NA: No answer.
- e. NH: Not home.

#### 5-6. Scheduling Appointments

Make an appointment for a transition or TWO interview following each successful prospecting effort. Attempt to schedule all appointments within 3 days of the agreement to an appointment. If appointment can not be made within 3 days, ensure you follow-up 1 day prior to scheduled appointment date. The following administrative actions are accomplished after an appointment is made:

a. A USARC Form 95-R is initiated immediately following the prospect's agreement to an appointment (see appendix O).

b. Appointment is entered in the planner.

c. The appropriate USARC Form 96-R is documented. In the case of a new lead, add the soldier's name to an existing USARC Form 96-R.

d. The USARC Form 97-R is documented with the appropriate information for management tracking (see appendix Q).

#### 5-7. Leads Form File System

The RTNCO ensures that USARC Form 95-R is placed in a three-ring binder until the soldier is no longer interested or the soldier transfers to a USAR TPU position. The RTNCO maintains a residual file of all non-interested soldiers for 1 year from termination date. Soldiers who transfer into a USAR TPU or are accepted into the TWO program, must have the lead form attached as the last page of the soldier's residual contract and maintained for 1 year from the date of transfer.

## **Chapter 6**

### **Transition and TWO Interview Procedures**

#### **6-1. Purpose**

This chapter outlines guidance concerning the conduct of a transition or TWO interview.

#### **6-2. Conducting a Transition or TWO Interview**

The steps taken to conduct a proper transition or TWO interview are important to ensure you answer the soldiers needs, goals, and desires with evidence. Prior to the interview the following should be done:

- a. Schedule the interview so as not to rush the interviewer or interviewee and annotate in the planner.
- b. Complete USARC Form 95-R.
- c. Gather all available information about the soldier.
- d. Prepare the interview by:
  - (1) Establishing the objective of the interview.
  - (2) Determining the type of session desired, preparing a list of questions to guide the interview.
  - (3) Preparing the physical surrounding so that it is private, informal and provides a friendly atmosphere.
  - (4) Having an effective display of transition and TWO literature, and access to all necessary materials, directives and other sources of information are available.

e. Conduct the interview by accomplishing the following:

- (1) Open the interview with a friendly personal greeting.
  - (2) Summarize advance information to determine if anything has changed.
  - (3) Establish the soldiers needs, wants, and desires by using probing, open-ended questions to get the soldier actively involved.
  - (4) Present factual information using Army regulations, directives, or other source references, and explain the benefits or disadvantages of a particular course of action being discussed.
  - (5) Handle objections by restating the soldier's objections and clarify them with facts. Try to overcome it if possible.
  - (6) Summarize what the interview accomplished, or what course of action/decision has been reached.
  - (7) Close the session by obtaining a commitment from the soldier.
  - (8) Schedule a follow-up interview if necessary.
- f. Record the results of the interview on USARC Form 95-R.
- g. Annotate USARC Form 97-R once appointment is completed and update USARC Form 96-R with appropriate comments (see appendix P).

DEPARTMENT OF THE ARMY  
555TH MILITARY POLICE COMPANY (COMBAT SUPPORT)  
000 Any Street  
Any City, GA 00000-0000

January 17, 2000

Private Jon Doe  
000 Any Avenue  
Your City, GA 00000

Dear Private Doe,

I would like to welcome you to the 555th Military Police Company (Combat Support) of the 288th Regional Support Command.

I have appointed Private First Class Alfred Adams as your sponsor. His telephone numbers are: (000) 000-0000 (residence), (000) 000-0000 (work) and his home address is 000 Old Way, Atlanta, GA 00000.

PFC Adams will call you and answer any questions you may have. If PFC Adams does not contact you within 5 days after receipt of this letter, call Mr. Shaw, the Unit Administrator, (000) 000-0000.

(If the soldier is married or has dependents use this paragraph) Ensure you bring your marriage certificate and/or birth certificates for your dependents. Also, if your dependent(s) (8 years or older) do not have dependent identification cards, they may attend the Sunday drill period with you to visit the unit, meet the unit's family support coordinator, Mrs. Jane Oliver, and receive their cards.

The Army now requires all soldiers to have their pay deposited directly to either a checking or savings account. You must bring your checkbook or last savings account statement with you to the upcoming drill period in order for your pay to begin.

I have also enclosed copies of the unit's key personnel telephone roster, training dates for the remainder of the fiscal year and a map to the unit. Please share the training dates with your family and employer or school.

Once again, welcome to the 555th. I am looking forward to meeting you at your first training assembly.

Sincerely,

PAUL S. OLIVER  
CPT, MP, USAR  
Commanding

Enclosures

**Figure 2-1. Sample Welcome Letter**

## Appendix A References

### Section I Required Publications

AR 135-7	Reserve Components Policies. Cited in para 2-2s.
AR 135-91	Service Obligations, Methods of Fulfillment, Participation Requirements, and Enforcement Procedures. Cited in para 2-3a(3).
AR 135-178	Separation of Enlisted Personnel. Cited in para 2-3b(17).
AR 140-111	U.S. Army Reserve Reenlistment Program
AR 140-158	Enlisted Personnel Classification, Promotion and Reduction. Cited in para 2-3b(11).
AR 600-8-22	Military Awards. Cited in para 2-2p.
AR 611-201	Enlisted Career Management Fields and Military Occupational Specialty
DA Pam 611-1	The Army Interview
USARC Reg 140-6	U.S. Army Reserve Command Retention and Transition Program. Cited in paras 2-2, 2-3, and 2-4.

### Section II Related Publications

AR 25-400-2	The Modern Army Recordkeeping System (MARKS)
AR 140-1	Mission, Organization, and Training
AR 140-6	Mobilization of the U.S. Army Standby Reserve
AR 140-10	Army Reserve: Assignments, Attachments, Details and Transfers
AR 140-185	Training and Retirement Point Credits and Unit Level Strength Accounting Records
AR 220-1	Unit Status Reporting
AR 600-8-10	Leaves and Passes
AR 600-8-105	Military Orders
AR 601-210	Regular Army and Army Reserve Enlistment Program
AR 621-5	Army Continuing Education System (ACES)
AR 623-205	Enlisted Evaluation Reporting System
AR 640-30	Photographs for Military Personnel Files
AR 670-1	Wear and Appearance of Army Uniforms and Insignia
DA Pam 25-30	Consolidated Index of Army Publications and Blank Forms
DA Pam 350-20	Equal Opportunity Training Guide
DA Pam 600-25	U.S. Army Noncommissioned Officer Professional Development Guide

DA Pam 608-47	A Guide to Establishing Family Support Groups
FM 21-20	Physical Fitness Training
FM 22-100	Military Leadership
FM 22-101	Leadership Counseling

### Section III Prescribed Forms

USARC Form 83-R	Army Reserve Career Plan
USARC Poster 6-R	USARC Retention Action Chart

### Section IV Related Forms

USARC Form 62-R	Sponsor's Guide & In-Processing Checklist
USARC Form 62-1-R	Unit Sponsor List
USARC Form 62-2-R	New Soldier Sponsorship Log
USARC Form 80-1-R	Reenlistment Bonus Control Worksheet
USARC Form 80-2-R	Reenlistment Bonus Control Number Log
USARC Form 95-R	Leads Data Form
USARC Form 96-R	Leads List
USARC Form 97-R	Leads Processing List
USARC Form 98-R	Center of Influence – Very Important Person)
DD Form 4/1 & /2	Enlistment/Reenlistment Document - Armed Forces of the United States
DD Form 149	Application for Correction Of Military Record Under The Provisions of Title 10, U.S. Code, Section 1552
DD Form 1351-2	Travel Voucher or Subvoucher
DD Form 2384-1	Notice of Basic Eligibility (NOBE)
DA Form 2	Personnel Qualification Record - Part I
DA Form 2-1	Personnel Qualification Record- Part II
DA Form 87	Certificate of Training
DA Form 145	Army Correspondence Course Enrollment Application
DA Form 1059	Service School Academic Evaluation Report
DA Form 1380	Record of Individual Performance of Reserve Duty Training
DA Form 2028	Recommended Changes to Publications and Blank Forms
DA Form 2166-7	Noncommissioned Officer Evaluation Report
DA Form 3540-R	Certificate and Acknowledgment of U.S. Army Reserve Service Requirements and Methods of Fulfillment)
DA Form 4187	Personnel Action
DA Form 4651-R	Request for Reserve Component Assignment or Attachment
DA Form 4836	Oath of Extension of Enlistment or Reenlistment

DA Form 4856	General Counseling Form
DA Form 5261-2-R	Selected Reserve Incentive Program - Reenlistment/Extension Bonus Addendum
DA Form 5261-3-R	Selected Reserve Incentive Program - Affiliation Bonus Addendum
DA Form 5261-4-R	Student Loan Repayment Program Addendum
DA Form 5435-R	Statement of Understanding, Selected Reserve Montgomery GI Bill
DA Form 5447-R	Officer Service Agreement Selected Reserve Education Assistance Program

**Section V**  
**Retention and Transition-Related Topics and Corresponding Publications**

<b>Subject</b>	<b>Publication</b>
Army Continuing Education System (ACES)	AR 621-5
Attachments	AR 140-10
Additional Skill Identifier (ASI)	AR 611-201
Awards	AR 600-8-22
Badges	AR 600-8-22
Bonus	AR 135-7
	Affiliation
	Enlistment
	Reenlistment
Career Counselor Badge	AR 600-8-22
Career Management Field (CMF)	AR 611-201
Correspondence Courses	DA Pam 350-20
Correspondence, Preparing	DA Pam 25-30
Counseling	
	Leadership
	NCO-ER
Defective Reenlistments	AR 135-178
Enlisted	
	Discharges
	Promotion
	Separations
	AR 135-178

Enlistment Program, Army Reserve	AR 601-210
Evaluations, NCO-ER	AR 623-205
Extension	AR 140-111
Family Support Group	DA Pam 608-47
Fraudulent Reenlistments	AR 135-178
Health Professional Loan Repayment (HLRP)	AR 135-7
Initial Entry Training (IET) Policies	TRADOC REG 350-6
Interview	
	Techniques
	DA Pam 611-1/
	FM 22-101
	Type And Time Frames
	AR 140-111
Military Orders	AR 600-8-105
Language Identifier Code (LIC)	AR 611-201
Leadership	FM 22-100
Leaves And Passes	AR 600-8-10
Military Occupational Specialties (MOS) Modern	AR 611-201
Army Recordkeeping System (MARKS)	AR 25-400-2
Montgomery GI Bill (MGIB)	AR 135-7
NCO Professional Development Guide	DA Pam 600-25
Overstrength	AR 140-1
Photographs	AR 640-30
Physical Fitness Testing/Training	FM 21-20
Reassignment	AR 140-10
Reclassification	AR 140-158
Reenlistment	AR 140-111
Relocation	AR 135-91
Retention and Transition Program	USARC Reg 140-6
Retirement, Non Regular (RESERVE)	AR 140-185
Selective Reserve Incentive Program (SRIP)	AR 135-7
Service Obligations	AR 135-91
Skill Qualification Identifier (SQI)	AR 611-201
Sponsorship	USARC Reg 140-6
Student Loan Repayment Program (SLRP)	AR 135-7
Transfers	AR 140-158
Unit Status Reporting (USR)	AR 220-1
Unsatisfactory Participants	AR 135-91
Wear and Appearance of the Army Uniforms	AR 670-1

## **Appendix B**

### **Sample RTNCO Job Description**

**JOHNSON, JAMES, MSG, 000-00-0000**  
**FOR PERIOD BEGINNING 1 SEP 96**

#### **GENERAL RESPONSIBILITIES**

1. Maintain chain of command integrity at all times.
2. Meets weight control requirements of AR 600-9.
3. Maintain level of physical fitness necessary to pass the annual (semi-annual for AGR) Army Physical Fitness Test (APFT) within limits of a profile, if applicable, issued from a military doctor.
4. Possess required military clothing in accordance with CTA 50-900.
5. Maintain military appearance beyond reproach.
6. Ensure that on and off duty conduct is beyond reproach.
7. To enhance your job and overall military skills, recommend you consider the following:
  - a. Enroll in a correspondence course, e.g., Battalion Operations Sergeant Course.
  - b. Schedule attendance to the DCSIM windows computer training course.

#### **SUPERVISORY RESPONSIBILITIES**

1. Perform overall supervision for ten IDT RTNCOs assigned duties within your area of responsibility.
2. Provide both SFCs you rate with a detailed job description and perform semi annual (quarterly for AGR) counseling using DA Form 2166-7-1 in accordance with AR 623-205. Provide copies to me not later than 10 days after each occurrence.
3. Ensure all soldiers who you control receive job descriptions and semi annual counseling. Provide copies to me not later than 20 days after occurrence.
4. Complete, at a minimum, one visit per month to units when subordinate soldiers are performing retention and transition visits to validate their activities. Focus these visits on FSP/tier one units that have 50 or more enlisted soldiers assigned. Complete after actions reports in accordance with USARC Pamphlet 140-1 within 10 days after the visit.

#### **ADMINISTRATIVE RESPONSIBILITIES**

1. You are responsible for coordinating and/or conducting annual APFT for the RTO soldiers during the semi annual retention and transition training during June of each year. Next training session will be during 14-20 Jun with 15 Jun the target date.
2. Prepare and submit your annual visit/activity schedule not later than 5 Aug using format in USARC Pamphlet 140-1. Ensure that it includes any personal training that you have requested, e.g., Retention and Transition Advance Course.
3. Ensure that subordinate soldiers prepare and maintain a fiscal year retention and transition unit visit/activity schedule. Provide me copies of their schedules annually. The primary focus of these visits will be to FSP/tier one units. Notify me telephonically of approved schedule changes and submit hard copy to me within 10 days after notification.
4. Provide me completed request for orders for soldiers who require BNCOC, ANCOC, basic or advanced RTNCO courses during the next FY by the end of the August planning session
5. Encourage your soldiers to enroll in a correspondence course if they are not currently enrolled.
6. Always counsel soldiers using DA Form 4856 if they fail the APFT, non-selected for promotion, or if any other negative event occurs.
7. Review your soldiers' activities annually and determine merit for award recommendation.

## **RETENTION AND TRANSITION RESPONSIBILITIES**

1. Coordinate and conduct DARN Training for newly assigned DARNs in your area by the end of third quarter. Do this by:
  - a. Contacting the commanders and ISGs of units that have a newly assigned DARNs and establish a training date.
  - b. Identify location of training, prepare materials, select and rehearse assistant instructors, prepare an agenda and provide it to the units. Provide me with copies of each to review not later than 30 Apr.
  - c. Provide copies of course critiques with after action report within 10 days of training completion to me.
  - d. If assistance is required, advise ASAP.
2. Be familiar with and ensure standards of AR 140-111, USARC Regulation 140-6, USARC Pamphlet 140-1 and our regulation are met and maintained.
3. Conduct retention and transition visits to validate subordinate RTNCO activities when they are performing unit visits. Conduct on the spot training with the RTNCOs to improve shortcomings. Ensure that FSP/tier one units are the focus of unit visits.
4. Establish liaison with all USAR CSMs within your area of responsibility. Also, contact and establish liaison with the state ARNG Retention and Transition SGM.
5. Maintain a current list of DARNs, Retention and Transition Officers and NCOs for your area of responsibility. Provide me a copy not later than 15 Jul and as changes occurs.
6. Be prepared to conduct NCODP on retention and transition subjects, e.g., SRIP, reenlistment/extension eligibility, retirement, transition benefits, career planning during unit visits.
7. Ensure subordinate RTNCOs are involved with their supported unit's Family Support Programs by briefing family members on benefits available to them during unit family days.
9. Other retention and transition training dates you must attend during the FY are:

USARC Training 6-10 Jan
10. Other retention and transition responsibilities as identified.

**COMMENTS (IF NONE, SO STATE)**

James Johnson    10 Sep 96  
SIGNATURE AND DATE



**Appendix C**  
**Sample MSC Retention and Transition Training Plan and Unit Notification**

AFRC-XXX-XX (140)	DATE
 MEMORANDUM FOR COMMANDING GENERAL, XXXth RSC	
SUBJECT: Decision Memorandum - Retention and Transition Training Plan	
 1. PURPOSE. This is a decision memorandum to obtain the Commanding General's approval of the enclosed detailed FY 98 and FY 99-02 quarterly overview retention and transition training plan.	
2. DISCUSSION.	
a. This plan complies with and implements/sustains USARC regulatory and procedural guidance in USARC Regulation 140-6 and USARC Pamphlet 140-1.	
b. To provide the best training possible, contacted OCAR-RTD RTNCO, and agreed to assist with training as indicated in the plan.	
c. Fourteen of the 20 assigned IDT RTNCOs of this command have attended the "train the trainer" DARN Course. Ten will act as trainers in the eight regionally planned DARN training sessions during this FY. To minimize cost, attendees will attend the training in a RST or fragmented AT status if ADSW funding is not available.	
d. Six regional Commander/Senior NCO training sessions are scheduled. These sessions will complete training for both tier one and two units of our command and supported MSCs. Remaining units are scheduled second quarter next FY.	
e. First Line Leader Retention and Transition Training, train the trainer session is scheduled next FY for four senior NCOs (SFC-CSM) from each subordinate commands.	
f. To ensure a quality product and not over extend our capabilities, implementation of UA/AGR Unit Clerk training will begin last quarter of this FY and conclude during FY-99.	
g. Coordinated with the RSC CSM and DCSPER to participate in both of their scheduled conferences during this FY.	
h. Plan to participate in the USARC Retention and Transition Training when notified of date and identification of attendee criteria. Our training will have instructor priority if a conflicts happens, but coverage of other events will occur.	
3. FUNDING.	
a. See enclosed funding statement showing both OMAR and RPA requirements.	
b. To minimize travel and per diem expenditures, regional training will be used for the DARN, Commander/Senior NCO and UA/AGR Unit Clerk Courses.	
c. For soldiers who cannot perform duty for two weekends in a month, commanders may authorize RST.	
d. As an alternative to fund Commander/Senior NCO Retention and Transition Training, requests will be submitted to DCST to use school RPA to compensate for ADSW funding shortages.	
4. RECOMMENDATION.	
a. The Commanding General approve the enclosed plan.	
b. To maximize the emphasis on the Commander/Senior NCO training, a representative from command group or principle staff should be present at each session to serve as observer and provide resolution for issues on the spot.	
 2 Encls	
1. Sample Retention and Transition Training Plan	
2. Funding Statement	
 JOHN E. DOE LTC, GS, USAR Retention and Transition Officer	
 Approved: _____	
Disapproved: _____	
Other: _____	
See Me: _____	
 CF: MSC CSM	

**Figure C-1. Sample MSC Retention and Transition Training Plan (cover memorandum)**

FY00 Training Plan - as of (date)		RECOMMEND TWO VISITS TO TARGET PER FY			
DATE	UNIT/LOCATION	ACTIVITY	PERSONNEL	COMMENTS	UNIT POC
<b>OCTOBER</b>					
1-Oct	257TC Co - Phoenix, AZ	VALw/UCP		AAR fwd to Team 8, BDE coordination no-go, SPONSORSHIP broke fix date 990401	Don Adams/ 222-2222
			SFC Mickey/ SFC House/ SSG Boat/ SSG Wright/ SGT Tugg		
2-Oct	5th BDE - Bluefield, OH	DARN TNG	MSG Crusher		
<b>NOVEMBER</b>					
TBD	OCAR, Atlanta, GA	Retention NCO of the Year Board	MSG Crusher SGT Best		
<b>DECEMBER</b>					
<b>JANUARY</b>					
27	Los Angeles, CA	USARC Regional Retn MTG	MSG Crusher		
<b>FEBRUARY</b>					
<b>MARCH</b>					
8 to 11	Orlando, FL	TOW Mentor Workshop	SFC Boat		
<b>APRIL</b>					
14-Apr	257TC Co - Phoenix, AZ	Validation	SFC Mickey SFC House		
<b>MAY</b>					
12-May	323RD MP CO - Mt Zion, WV	VALw/UCP	MSG Crusher SSG Kirk		
<b>JUNE</b>					
16-Jun	339th, 452nd - RENO, NV	DARN TNG	MSG Crusher		
<b>JULY</b>					
<b>AUGUST</b>					
<b>SEPTEMBER</b>					
<b>FY01</b>					
<b>OCTOBER</b>					
22	323RD MP CO - Mt Zion, WV	Validation	MSG Crusher		

Enclosure 1

**Figure C-1. (continued) Sample MSC Retention Transition Training Plan**

### FISCAL YEAR 2001 QUARTERLY OVERVIEW

1st Qtr	FLL Train the Trainer	Atlanta GA 24 attendees	SGM Smith *MSG Hamilton
2nd Qtr	2 Cdr/Sr NCO	Birmingham AL Charlotte NC 24 attendees each	TBD
3rd Qtr	URTNCO Sustainment	Atlanta GA 20 attendees	TBD
	RTNCO Tng 18 AGR/IDT RTNCOs	Birmingham AL	SGM Smith *MSG Hamilton
4th Qtr	8 UA/AGR Clerk	Birmingham AL Jacksonville FL Orlando FL Atlanta GA Charlotte NC Columbia SC Nashville TN Louisville KY 24 Attendees Each	TBD
4th Qtr	RTNCO Planning	Birmingham AL 18 AGR/IDT RTNCOs	SGM Smith *MSG Hamilton

[\*indicates Readiness Command RTNCO  
assistance or participation.]

### FISCAL YEAR 2002 QUARTERLY OVERVIEW

1st Qtr	TBD		TBD
2nd Qtr	URTNCO Sustainment	Atlanta GA 20 Attendees	TBD
	FLL Train the Trainer	Atlanta GA 24 attendees	SGM Smith
3rd Qtr	RTNCO Tng	Birmingham AL 18 AGR/IDT RTNCOs	SGM Smith
	Cdr/Sr NCO Sustainment	Charlotte NC 24 Attendees	TBD
	UA/AGR Clerk Sustainment	Charlotte NC 24 Attendees	TBD
4th Qtr	RTNCO Planning	Birmingham AL 18 AGR/IDT RTNCOs	SGM Smith

### FISCAL YEAR 2001 QUARTERLY OVERVIEW

Prepare quarterly outline as in previous years. Include sustainment training for newly assigned DARNs, Commanders/Senior NCOs, UAs/AGR Unit Clerks and "Train the Trainer" for First Line Leader.

### FISCAL YEAR 2002 QUARTERLY OVERVIEW

Prepare quarterly outline as in previous years. Include sustainment training for newly assigned DARNs, Commanders/Senior NCOs, UAs/AGR Unit Clerks and "Train the Trainer" for First Line Leader.

NOTE: THE STATUS OF THE ANNUAL DOD APPROPRIATIONS ACT WILL IMPACT FUNDING. IF THE BEGINNING FISCAL YEAR FUNDING IS BASED ON A CONTINUING RESOLUTION ACT (CRA), FUNDING WILL BE MINIMAL (ABOUT 80% OF WHAT YOU SPENT THE PREVIOUS FISCAL YEAR). THEREFORE, PLAN MINIMAL ACTIVITIES IN THE FIRST QUARTER TO AVOID CONFLICTS BECAUSE OF FUNDING.

**Figure C-1. (continued) Sample MSC Retention and Transition Training Plan**

FY 00 ACTIVITY OMAR				FUNDING LIMITED TO FY99 BUDGET		EST COST	TOTAL	TOTAL
QTR	DATE	# DAYS	ACTIVITY	LOCATION	# PERS	PER SM	REQUESTED	EXPENDED
1	981001	4	Validation	257th TC Co,Phoenix, AZ	2	\$1,200.00	\$2,400.00	
1	981002	3	DARN	5th BDE - Bluefield, OH	1	\$1,100.00	\$1,100.00	
1	981210	3	DARN TNG	RENO, NV	1	\$231.63	\$231.63	
1	981210	3	DARN TNG SITE COST	RENO, NV		\$2,500.00	\$2,500.00	
3	990414	3	Validation	257th TC Co,Phoenix, AZ	1	\$1,000.00	\$1,000.00	
							\$7,231.63	
NOTE:								
Prepare spreadsheets for Oct 1 to 15, 16 to 30, Nov 1 to 15, 16 to 30 and Dec 1-15, 16 to 30 in case of CRA								

FY 00 ACTIVITY RPA						EST COST	TOTAL	TOTAL
QTR	DATE	# DAYS	ACTIVITY	LOCATION	# PERS	PER SLDR	REQUESTED	EXPENDED
1	981001	3	VAL w/UCP	257TC Co - Phoenix, AZ	3	\$231.63	\$694.89	
1	981002	2	DARN TNG	Bluefield, OH	25	\$153.99	\$3,849.75	
1	981210	3	DARN TNG	RENO, NV	25	\$231.63	\$5,790.75	
3	990414	3	Validation	257th TC Co,Phoenix, AZ	1	\$1,000.00	\$1,000.00	
							\$11,335.39	
NOTE:								
Prepare spreadsheets for Oct 1 to 15, 16 to 30, Nov 1 to 15, 16 to 30 and Dec 1-15, 16 to 30 in case of CRA								

Enclosure 2

Figure C-1. (continued) Sample MSC Retention and Transition Training Plan

**COST ANALYSIS COMPUTATION FOR ABOVE SAMPLE**

UNIT RTNCO TRAINING COST PER SESSION: ATLANTA GA LOCATION:

FORMULA	SAMPLE FIGURES
<b>FOR TRAINING CONDUCTED USING ADSW OR AT:</b>	
[AVERAGE GRADE: SSG WITH 10 YEARS SERVICE]	
ACTIVE DUTY PAY PER DAY (INCLUDING BAS & BAQ):	\$88.00 X 2 DAYS = \$176.00
TIMES NUMBER OF ATTENDEES:	20 X \$176.00 = \$3,520.00
<b>NUMBER REQUIRING OVERNIGHT STAY:</b>	<b>10 ATTENDEES X 2 NIGHTS = 20</b>
ATLANTA TRAVEL AND PER DIEM COST:	HOTEL: \$76.00 X 2 DAYS = \$152.00
	MEALS: \$34.00 X 2.5 DAYS = \$85.00
TRAVEL FOR ROUND TRIP @ \$.31	150 MILES ROUND TRIP @ \$.31 = \$46.50
COST PER ATTENDEE:	\$283.50
TOTAL COST FOR 10 ATTENDEES:	\$2,835.00
<b>OTHER TRAVEL COST FOR LOCAL TRAVEL:</b>	
ROUND TRIP TRAVEL @ \$.31 FOR REMAINING 10 ATTENDEES	100 MILES ROUND TRIP @ \$.31 = \$310.00
<b>TOTAL ADSW OR AT COST FOR TRAINING SESSION:</b>	<b>\$6,665.00</b>
<b>OMAR FUNDS FOR 2 AGR INSTRUCTORS:</b>	
TWO AIRLINE TICKETS	2 TICKETS @ \$340.00 X 2 = \$680.00
RENTAL CAR	3 DAYS = \$90.00
HOTEL	2 NIGHTS @ \$152.00 X 2 = \$304.00
MEALS	2.5 DAYS = \$85.00 X 2 = \$170.00
<b>TOTAL OMAR FOR 2 AGR INSTRUCTORS:</b>	<b>\$1,244.00</b>
<b>PLUS TOTAL ADSW OR AT TRAINING SESSION COST:</b>	<b>+ \$5,345.00</b>
<b>TOTAL COST FOR TRAINING SESSION:</b>	<b>\$7,909.00</b>
<b>FOR TRAINING CONDUCTED IN RST STATUS USING OMAR ONLY:</b> \$7,909.00 - \$3,520.00 (ACTIVE DUTY PAY) = \$4,389.00	
<b>* Funding for noon meal for RST soldiers not authorized per diem from DCSLOG rations account via SF 44.</b>	

(LETTERHEAD STATIONERY)

AFRC-XXX-XX (140)

15 September 1999

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Duty Appointed Retention and Transition NCO (DARN) Training

1. The 288th RSC will conduct DARN Training for subordinate units and supported commands in regional locations as indicated on the enclosed schedule. Each subordinate unit will have a minimum of one soldier in attendance. Larger units will have one soldier present for each 50 enlisted soldiers required, e.g., Co B, 489th MP Bn has 152 enlisted soldiers required and would have a minimum of 3 soldiers at the training session in Orlando, FL.
2. Each class has a maximum capacity of 20 attendees. A registration sheet is enclosed and must be completed for each soldier and returned to this headquarters, ATTN: AFRC-XXX-XX, not later than 60 days prior to the designated training session date for that unit. Upon receipt, students will receive an information sheet that addresses uniform, reporting time, lodging location/cost, meals, map to the hotel and/or training site, and materials they must bring.
3. Soldiers will attend this training in an ADSW status, funded by the Retention and Transition Office, Fund Manager 9E. Input request for orders at the soldier's unit and forward through CLAS/RLAS to arrive at this Fund Manager not later than 45 days prior to the training session date. REMINDER: Soldiers who are flagged cannot perform ADSW duty.

OR

3. Soldiers will attend this training in a RST status. Soldiers who reside more than 60 miles from the training site will be issued OMAR travel orders. The noon meal each day of training will be provided to the remaining soldiers who reside within the 60-mile radius.
4. At the conclusion of the training session, appropriate documents, e.g., DA Forms 1380, DD Forms 1351-2, will be provided to each soldier prior to departure. Also, each will receive a training certificate.
5. Points of contact are SGM Smith (999) 999-2288 or SGT Nicholas (999) 999-2280.

FOR THE COMMANDER:

2 Encls  
as

JOHN J. JACKSON  
COL, GS, USAR  
Chief of Staff

**NOTES/CONSIDERATIONS**

1. Forward notification of planned training to subordinate and supported units by memorandum a minimum of 120 days prior to the first training session date.
2. Mail attendees a training information sheet a minimum of 30 days prior to session date. See figure C-3 for an example of the information sheet.
3. Coordinate for both training space and lodging for attendees/instructors that live more than 60 miles from the training site and make part of training information sheet. If circumstances dictate, orders can state "to accomplish mission, over night stay at the training location is required", which precludes the 60 mile limitation.
4. Coordinate for necessary training aids, e.g., overhead projectors, screens, TVs w/VCRs, writing easels w/pads and pens.
5. Request or prepare necessary workbooks and handouts to support each training session.
6. At the conclusion of each session, provide attendees with a training certificate (use DA Form 87, Training Certificate, or similar certificate). Provide DA Form 1380 and/or DD Form 1351-2 to documentation RST or file for travel/per diem.

**Figure C-2. Sample Training Notification Memorandum (basic memorandum)**

**DUTY APPOINTED RETENTION AND TRANSITION NCO (DARN) TRAINING SCHEDULE**

<b><u>DATE</u></b>	<b><u>TRAINING LOCATION</u></b>	<b><u>UNITS ATTENDING</u></b>	<b><u>CLASS #</u></b>
18-19 Oct	Atlanta GA	314th Cml Co 2220th USAG 728th Engr Co 218th PAD 489th AG Co 108th Sch Bde HC 335th SIGCOM 462nd AG Bn	RTNCO9701A
8-9 Nov	Jacksonville, FL	1189th USA TTU Det 1 352nd MP Co Det 1 4428th USAG 323rd QM Det 640th CS Hosp 383rd MP Det 229th TC Co 352nd MP Co	RTNCO9701B
13-14 Dec	Orlando, FL	HHC 489th MP Bn Co A, B, C, D 489th MP Bn 676th TC Co HHC 822nd Engr Bn Co B 822nd Engr 555th Postal Co HHC 143rd TRANSCOM 2nd Bn 87th Div	RTNCO9701C
16-17 Feb	Nashville, TN	821st USAG 123 CM Co 855th Sig Co HHC 257th Engr Bn Co C & D 199th PA Det 399th AG Co 744th MP Bn	RTNCO9701D

**Enclosure 1**

**Figure C-2. (continued) Sample Training Notification Memorandum**

**SAMPLE ATTENDEE REGISTRATION SHEET**

**DARN TRAINING COURSE**

CLASS DATES: ## XXX 97 - ## XXX 97 CLASS #: RCXXXXXXXX

CLASS LOCATION: XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX

ATTENDEE NAME: XXXXXXXXXXXX, XXXXXXXX X. RANK: XXX

MAILING ADDRESS: XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX  
XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX  
XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX

# OF MILES FROM THE SOLDIER'S RESIDENCE TO THE TRAINING SITE: ####

THE 288<sup>TH</sup> RSC WILL MAKE HOTEL ACCOMMODATIONS FOR SOLDIERS WHO RESIDE **MORE THAN 60 MILES** FROM THE TRAINING SITE. INDICATE THE TYPE OF DESIRED ACCOMMODATIONS:

- ☐ SMOKING                      ☐ NON SMOKING
- ☐ TWO DOUBLE BEDS                      ☐ KING BED

ARE YOU APPOINTED AS A DARN ON ORDERS? YES NO

IF NO, YOUR UNIT MUST ISSUE AN APPOINTMENT ORDER FOR YOU PRIOR TO THE TRAINING DATE.

BRING A COPY OF THE APPOINTMENT ORDER TO THE TRAINING SESSION.

HAVE YOU COMPLETED ANY FORMAL RTNCO TRAINING? YES NO

IF YES, INDICATE DATE AND TYPE OF TRAINING: XXXXXXXXXXXXXXXXXXXX  
XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX  
XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX

**RETURN THIS SHEET TO YOUR UA/AGR UNIT CLERK OR 1SG. IT MUST BE RETURNED TO HQ, 288TH RSC, ATTN: AFRC-XXX-XX, NLT 60 DAYS PRIOR TO THE TRAINING DATE.**

Enclosure 2

**Figure C-2. (continued) Sample Training Notification Memorandum**

## **SAMPLE ATTENDEE INFORMATION SHEET**

CONGRATULATIONS! YOU WILL BE ATTENDING THE 288TH RSC DARN TRAINING COURSE ON THE DATES YOU REQUESTED ON THE REGISTRATION SHEET THAT YOU RETURNED. ENCLOSED FOR YOUR INFORMATION IS A COPY OF THE TRAINING AGENDA, STRIP MAP TO THE TRAINING LOCATION AND HOTEL. UNIFORM FOR THE TRAINING IS **CLASS "B"**.

THE AGENDA PROVIDES THE TIMES TO CHECK IN THE HOTEL, CLASS START AND ENDING TIME. ENSURE THAT YOUR ARE ON TIME AND **DO NOT PLAN EARLY DEPARTURE.**

REVIEW THE FOLLOWING FOUR PARAGRAPHS AND DETERMINE YOUR CATEGORY:

IF YOU ARE ATTENDING IN **A RST STATUS AND RESIDE WITHIN 60 MILES** OF THE TRAINING SITE. YOU WILL NOT RECEIVE ANY ORDERS AND THIS WILL BE THE ONLY WRITTEN NOTIFICATION OF ATTENDANCE YOU WILL RECEIVE. UPON COMPLETION OF TRAINING YOU WILL BE PROVIDED A DA FORM 1380 TO DOCUMENT ATTENDANCE. RETURN IT TO YOUR UA/AGR UNIT CLERK FOR PROCESSING AND PAY.

IF YOU ARE ATTENDING IN **A RST STATUS AND RESIDE MORE THAN 60 MILES** FROM THE TRAINING SITE. YOU WILL RECEIVE OMAR TRAVEL ORDERS. THE ORDER AUTHORIZES YOU TRAVEL PAY AND PER DIEM FOR THE HOTEL COST AND MEAL ALLOWANCE. THE RETENTION AND TRANSITION OFFICE WILL MAKE HOTEL ACCOMMODATION FOR YOU ON BOTH FRIDAY AND SATURDAY NIGHT.

IF YOU ARE ATTENDING IN **AN ADSW STATUS AND RESIDE WITHIN 60 MILES** FROM THE TRAINING SITE. YOU WILL RECEIVE ACTIVE DUTY ORDERS. IT WILL PROVIDE YOU WITH ACTIVE DUTY PAY, ALLOWANCES (BAS AND BAQ) AND ONE ROUND TRIP TRAVEL PAY ONLY.

IF YOU ARE ATTENDING **IN AN ADSW STATUS AND RESIDE MORE THAN 60 MILES** FROM THE TRAINING SIT. YOU WILL RECEIVE ACTIVE DUTY ORDERS. IT WILL PROVIDE YOU WITH ACTIVE DUTY PAY, ALLOWANCES (BAS AND BAQ), ONE ROUND TRIP TRAVEL PAY, PER DIEM FOR THE COST OF YOUR HOTEL ROOM AND A MEAL ALLOWANCE. THE RETENTION AND TRANSITION OFFICE WILL MAKE HOTEL ACCOMMODATION FOR YOU ON BOTH FRIDAY AND SATURDAY NIGHT.

**THE COST OF THE HOTEL ROOM IS \$ \_\_\_\_\_. CHECK IN TIME ON FRIDAY IS BETWEEN 1600 AND 1800. YOUR ROOM WILL NOT BE GUARANTEED BEYOND 1800.**

**FOR THOSE SOLDIERS WHO RESIDE MORE THAN 60 MILES FROM THE TRAINING SITE, ENSURE THAT YOU BRING ADEQUATE MONIES TO COVER THE COST OF THE HOTEL ROOM FOR TWO NIGHTS AND FOR MEALS**

**IF YOU HAVE QUESTIONS,** CONTACT SGT NICHOLAS OR SGM SMITH AT 1-800-000-0000.

**Figure C-3. Sample Attendee Information Sheet**



## Appendix D

### IDT RTNCO Planning Session Guidance

**D-1.** APFT make-up/retest and weigh soldiers.

**D-2.** Obtain office supply and military clothing needs prior to the planning session and provide to the RTNCOs during the session.

**D-3.** Use this time to talk with each IDT RTNCO and obtain what they think about how you are doing as the leader, the retention and transition program, and what could be done to make things happen better.

**D-4.** Prepare unit visitation/activity schedules in format shown at figure D-2. Establish approval authority for RTNCO visitation/ activity schedules. Provide completed copies of visitation/activity schedules and changes as they occur to the Readiness Command RTNCO(s) that supports your MSC.

**D-5.** Coordinate for official photo and ID card issue, if needed.

*[NOTE: TO ACCOMPLISH BASIC SOLDIER TASKS (e.g., APFT), A MEMORANDUM OF UNDERSTANDING (MOU) WITH THE HHC COMMANDER IS REQUIRED. See figure E-2 for an example of the MOU.]*

PLANNING SESSION AGENDA (SAMPLE)	
2 hours	Admin announcements and focus group activities
transition plan	Identify training dates and trainers from the annual retention and
	Inform of unit responsibility changes
4 hours	Prepare upcoming FY visitation/activity schedules
1 hour	Review and approve schedules
1 hour	Prepare request for orders to support schedule
4 hours	NCO-ER counseling and review/update job descriptions
3 hours	Prepare training requests, promotion packets, etc.
1 hour	Physical fitness training

**Figure D-1. Sample Planning Session Agenda**

FORMAT FOR UNIT VISITS/ACTIVITY SCHEDULE (SAMPLE)		
DATE(S)	UNIT VISIT OR ACTIVITY	LOCATION
18 Jan	Co A 2nd MP Bn w/SSG Parker	*Athens GA
19 Jan	Liaison Visit CSM 2nd MP Bn	*Atlanta GA
19 Jan	Co B 2nd MP Bn w/SSG Summitt	*Atlanta GA
15-16 Feb	699 Cml Co w/SSG Raker	Jasper AL
22-26 May	Trainer Duties w/USARC	++Atlanta GA
14-20 Jun	RTNCO Tng	+Birmingham AL
8-11 Aug	RTNCO Planning Session	+Atlanta GA
4-18 Sep	Adv RTNCO Courses	++Ft. McCoy WI
* Travel Order Required		
+ AT Orders		
++ ADSW Orders		

**Figure D-2. Sample Unit Visitation/Activity Schedule**



## **Appendix E**

### **Annual/Semi-Annual IDT RTNCO Training Session Guidance**

**E-1.** Identify and schedule soldiers with medical problems (notes from their civilian doctor) to see the military doctor for possible profile prior to the APFT.

**E-2.** Schedule the CG, DCG or CSM to conduct opening remarks.

*[NOTE: TO ACCOMPLISH BASIC SOLDIER TASKS AND TRAINING, E.G., APFT AND REQUIRED CLASSES, A MEMORANDUM OF UNDERSTANDING (MOU) WITH THE HHC COMMANDER IS REQUIRED, FIGURE E-2 PROVIDES AN EXAMPLE OF THE MOU.]*

<b>ANNUAL/SEMI ANNUAL RTNCO TRAINING SESSION AGENDA (SAMPLE)</b>	
5 hours	APFT and weigh in
5 hours	Records review - do something simultaneously, conduct HIV testing, will/power of attorney execution, Issue ID cards and tags, and obtain official photos
4 hours	Common task training - MSG conduct training
4 hours	Retention and Transition and/or education subject training
2 hours	Refresher training on career planning, retirement, enlisted promotion, effective writing (provide lesson plan to RTNCOs to support NCODP)
1 hour	Reenlistment, promotion and award ceremonies
3 hours	Mandatory briefings, e.g., annual pre mobilization by the JAG
2 hours	Staff updates by DCST, DCSPER, DCSOPS, and DCSLOG
2 hours	Special staff updates by IG, Chaplain and Family Spt
4 hours	Conduct RTNCO of the Year Board

**Figure E-1. Sample Annual/Semi-Annual RTNCO Training Session Agenda**

**(LETTERHEAD STATIONERY)**

AFRC-XXX-XX (140)

**MEMORANDUM OF UNDERSTANDING  
BETWEEN  
THE 228TH RSC RETENTION AND TRANSITION OFFICE  
AND  
HHC COMMANDER, 288TH RSC**

**SUBJECT:** Responsibility for Coordinating, Conducting and Reporting Basic Soldier Tasks/Skills

1. This memorandum establishes that the 288th RSC RTO is responsible for coordinating, conducting and reporting the following basic soldier tasks/skills for AGR/IDT RTNCOs.
  - a. Conduct annual APFT and retests. Record results and counsel failures. Provide the documentation to the commander's office within 5 working days after occurrence. The commander will also personally counsel those soldiers who fail the APFT.
  - b. Conduct semi annual weigh in. First one will be in conjunction with the APFT and the second will occur 6 months later. The RTO personnel who have been trained by the Commander's Office will tape those soldier who exceed the weight table. Those soldiers who exceed the body fat content will be counseled. The commander will also personally counsel those soldiers who exceed the body fat content and place them on the unit's weight control program. The RTO will coordinate monthly weigh in of soldiers placed on the weight control program and provide the written results to the commander.
  - c. Coordinate, train instructors and conduct common task training (CTT) for RTNCOs in the grade of SFC and below. Tasks will mirror those identified on the company's yearly training schedule. Sign in rosters will be provided to the commander within 5 days of occurrence to document the company's training program.
  - d. Coordinate and provide time on the Retention and Transition Office's training agenda for required training classes. Classes will mirror those of the company's yearly training schedule. Sign in rosters will be provided to the commander within 5 days of occurrence to document the company's training program.
2. The commander, at his/her desire, may have a representative on site to observe required activities. All costs, if any, will be borne by the commander's office.
3. The commander's office, upon written request from the Retention and Transition Office, will provide necessary materials, equipment and personnel to the RTO to perform required actions.
4. The effective date of this MOU is 17 January 1997 and will remain in effect until transfer of one of the authenticators below. Termination of the MOU may occur with written notice by either party. The notice will establish a future termination date of at least 30 days.

JOHN E. DOE  
LTC, GS, USAR  
Retention and Transition Officer  
17 Jan 99

JAMES E. DOE  
MAJ, IN, USAR  
Commander  
17 Jan 97

**Figure E-2. Sample Memorandum Of Understanding (MOU)**

## Appendix F

**F-1.** Separate the soldiers by grade; SGT and below in a group and SSG and above including platoon leaders in another group. Also, group by platoon or section, because issues and problems may be isolated to a particular platoon or section. Do not survey the 1SG or commander and new soldiers who have performed less than six MUTA-4s.

**F-2.** Ensure that you allow a minimum of 1 hour per group. Select a survey location that provides comfortable seating and a writing surface for each soldier. Provide each soldier with a pencil or pen and additional sheets of paper if needed. Do the UCP during the morning after formation. Do not attempt a UCP on Sunday afternoon prior to departure.

**F-3.** Inform soldiers that the information they provide is important and it will make a difference. Also, remind them to only identify issues or problems that can be fixed by the unit commander.

**F-4.** After the soldiers complete the profile, conduct a questions and answer session. Don't let it degrade to a complaining session, but allow them to vent frustrations. Use this time to brainstorm for solutions.

**F-5.** Provide the commander with copies of the profiles prior to departure.

**F-6.** Review profiles and do an analysis of trends you see and provide it to the unit commander. Follow-up with soldiers to see if implementation or positive changes have occurred.

**F-7.** Remember, also use the NCO chain of command to help resolve issues and problems.

### MODIFIED UNIT CLIMATE PROFILE (SAMPLE FORMAT)

**1. DESCRIBE WHAT THREE THINGS YOUR UNIT DOES WELL AND SHOULD NOT BE CHANGED:**

[illegible][illegible][illegible]

**2. DESCRIBE WHAT THREE THINGS YOU WOULD CHANGE IN YOUR UNIT IF YOU WERE THE COMMANDER AND WHAT WOULD YOU CHANGE IT TO, BE SPECIFIC?**

[illegible][illegible][illegible]

### 3. THINK ABOUT THE LAST SOLDIER YOU KNOW THAT QUIT COMING TO DRILL, WHY DID THEY STOP?

[illegible]

**Figure F-1. Sample Modified Unit Climate Profile (UCP)**



**Appendix G**  
**Lesson Plan and Outline for Sponsor Training**

**Section I**  
**Lesson Plan to Conduct Sponsor Training**

**LESSON PLAN**

**SUBJECT:** Sponsor Training

**TERMINAL LEARNING OBJECTIVE (TLO):**

**TASK:** The 1SG/Det SGT will emphasize the important role the sponsor performs in welcoming, in-processing and in being a person the new soldier can talk with.

**CONDITION:** Given a 30 to 60 minute lecture with spontaneous questions.

**STANDARD:** IAW this lesson plan.

**MATERIALS AND EQUIPMENT:**

USARC Form 62-R, Sponsor's Guide and In-Processing Checklist  
Unit unique in-processing check list (if established)  
RPI 460, USAR Sponsorship Welcome Folder  
RPI 461, Sponsorship  
Copies of unit's welcome letter  
Copies of a REQUEST Unit Vacancy Report

**REFERENCES:**

USARC Reg 140-6  
USARC Pam 140-1  
MSC Retention and Transition Publications  
Duty Appointed Retention and Transition SOP

**METHOD OF INSTRUCTION:**

Lecture and discussion

**TIME:**

30 to 60 minutes

***Section II***  
***Lesson Outline for Sponsor Training***

**LESSON OUTLINE FOR SPONSOR TRAINING**

1. The 1SG/Det SGT introduces himself/herself and explains that the soldier was selected as a sponsor because of the soldier's knowledge of the unit and its mission, overall knowledge of the Army Reserve, positive attitude and professional bearing.
2. Provide the new sponsors examples of the unit's welcome letter and REQUEST UV Report (notification). Review the documents and point out that the letter will identify the sponsor. A copy of the letter is also mailed to the sponsor. Upon receipt of the copy, the sponsor will:
  - a. Contact the new soldier using the telephone number and address shown on the REQUEST UV Report or other information provided by the UA/AGR Unit Clerk.
  - b. Answer questions the soldier may have.
  - c. Make sure the soldier does not have any problems attending drill; e.g., understands directions to the Reserve Center, has transportation, knows what to do if an emergency occurs.
  - d. Establish a time and location at the Reserve Center that they will meet prior to formation.
  - e. Mail a note to the soldier if telephonic contact cannot be establish and notify the UA/AGR Unit Clerk.
3. Provide a copy of the USARC Form 62-R and unit in-processing checklist (if established) to the new sponsor. Review both documents with them and explain the in-processing procedures outlined the unit's SOP that includes:
  - a. That they will personally escort the soldier to all the in-processing stops.
  - b. Eat the noon meal with the new soldier.
  - c. After in-processing, relinquish control of the new soldier to the platoon sergeant, section sergeant or NCOIC of the crew.
4. Provide the sponsor a copy of RPI 461 and review it with them.
5. Ask for and answer questions.
6. Summarize the training by reviewing paragraphs 2, 3 and 4 above. Restate the importance of being a unit sponsor and that first impressions are a lasting impression upon the new soldier.



## Appendix H

### Sample Unit Retention and Transition Standing Operating Procedures (SOP)

DEPARTMENT OF THE ARMY  
(Address of 555th MP Co)  
1 January 1997

555TH MP CO (CS) SOP 140-1

#### Unit Retention and Transition Standing Operating Procedures

---

Applicability. This SOP applies to all personnel in the 555th MP CO (CS).

---

1. The 555th MP Co (CS) will use AR 135-7, AR 140-111, USARC Regulation 140-6, USARC Pamphlet 140-1 and 288th RSC Regulation 140-1 (TAB A), as the basis for its retention and transition SOP.

2. The following administrative procedures apply to personnel of the 555th MP Co (CS) as indicated:

a. Sponsorship and In Processing.

(1) Upon receipt of the "REQUEST Unit Vacancy Report" (TAB B) indicating that a new soldier has been assigned (or orders attaching the soldier), the UA makes five copies. Distribute the copies to the commander, 1SG, DARN, platoon sergeant, and sponsor. File a copy of the UV report in MARKS file "140 - REQUEST UV Reports". File the original UV report or orders in the soldier's MPRI.

(2) The 1SG provides an updated trained sponsor list using USARC Form 62-1-R (TAB C) to the UA on a semi annual basis during the first drill period of March and September. The 1SG trains the sponsors using the lesson plan and RPI 461 at TAB C.

(3) The UA selects a sponsor from the list of trained sponsors that the 1SG provided (TAB D) and complete sponsor log using USARC Form 62-2-R (TAB D). The sponsor selected is from the new soldier's platoon and similar grade. Same grade is preferred.

(4) The UA mails a welcome letter (TAB E) to the new soldier within 3 working days of receipt of the UV Report or orders. The letter is printed as an original for each new soldier. The letter is on the "Retention and Transition" disc and is named "WELLTR". The letter will include the following enclosures:

- (a) Map to the unit (TAB E).
- (b) Current FY drill and AT schedule (TAB E).
- (c) Key personnel telephone list (TAB E).
- (d) Drill schedule for the upcoming drill.
- (5) Make four copies of the welcome letter.

Distribute the original and enclosures to the new soldier, mail a copy without enclosures to the sponsor and first line leader (make sure to include a copy of the UV Report with the sponsor's copy of the welcome letter). Place a copy without enclosures on the 1SG's desk and a copy in the MARKS file "140 - Welcome Letters".

(6) The 1SG personally provides the unit welcome packet to the new soldier upon arrival at the first drill. The packet includes:

(a) Place the welcome packet documents in RPI 460, USAR Sponsorship Welcome Folder (copy of folder face is at TAB F).

(b) USARC Form 62-R, Sponsor's Guide and In Processing Checklist, with a copy of the unit's unique in-processing requirements sheet (TAB F).

(c) Unit history sheet (TAB F).

(d) A list of general military standards (TAB F).

(e) CLAS/RLAS generated Reenlistment Eligibility Criteria Sheet (TAB F).

(f) Employment rights for Reservists (TAB F).

(g) Current RPIs that are available and appropriate.

(h) DA Form 5435-R, Statement of Understanding, Selected Reserve Education Assistance Program (TAB M) for the Montgomery GI Bill.

(i) Fact sheet describing SGLI, PX and commissary privileges, and other benefits available.

(7) The UA places the welcome packet on the 1SG's desk prior to the pre drill meeting for his/her review.

(8) After receiving a copy of the welcome letter and REQUEST Report, the sponsor--

(a) Telephonically contacts the new soldier. If the phone contact is unsuccessful, mail the soldier a note and contact the UA at (000) 000-0000.

(b) Advises the new soldier about the drill schedule and uniform for the drill (or when he/she can expect to receive uniforms (normally 60 days after requisition)). Ask if the soldier needs transportation to the first drill. Coordinate with the soldier where to meet upon arrival at the Reserve Center prior to formation.

(c) Immediately after Saturday morning formation, the sponsor escorts the new soldier to the 1SG's office for initial orientation and to ensure that in-processing will begin immediately. The 1SG reviews the welcome packet with the new soldier and solicits questions, e.g., why the soldier joined the Army Reserve and what they expect.

(d) The sponsor escorts the new soldier to all in-processing stops, including the DARN who reviews the Reenlistment Eligibility Criteria Sheet and verifies accuracy. Introduce the soldier to his/her platoon leader and sergeant, and eat the noon meal with the soldier.

(e) Upon completion of all in-processing stops, the sponsor escorts the new soldier to the commander's office, who conducts an interview with the new soldier and ensures that all in-processing action have been completed.

The commander reviews unit standards, what he/she expects and how the soldier can meet these expectations. Commander will then solicit questions from the soldiers, e.g., why they joined the Army Reserve, and complete the interview portion of the Reenlistment Eligibility Criteria Sheet. Make this interview a positive discussion.

(f) After the commander's interview, the sponsor will escort the new soldier to his/her platoon sergeant and relinquish control.

(g) The sponsor will return the completed USARC Form 62-R and unit in-processing sheet to the UA for filling in MARKS files "140 - In Processing Sheets".

(9) The soldier's rater or leader will provide the soldier with a job description (prepare upon notification of new soldiers arrival) describing their specific duties, standards of accomplishment and goals for the period. Note: soldiers will be given an updated job description annually based on their assignment or NCO-ER rating period. An example of a job description is at TAB G.

(10) New soldiers who are non-prior service will be assigned to the pre IET training squad until departure to IET. Training for pre IET soldiers will be in accordance with the lesson plan at TAB H.

b. Retention, Transition, and Reenlistment Interviews. Conduct interviews based on the following schedule. Prior to any interview the DARN will determine reenlistment/extension eligibility. This will preclude last minute problems. Document result on the CLAS/RLAS Reenlistment Eligibility Criteria Sheet (TAB F).

(1) The 1SG will interview new soldiers after the morning formation of their first drill day. This interview is a welcome orientation briefing that gives an overview of the unit and in-processing procedures.

(2) After completion of all in-processing steps, the commander will conduct an interview. This interview will consist of validating in-processing completion, advising the soldier of upcoming unit activities/missions, soliciting and answering the new soldier's questions, e.g., the soldier's expectations and reason(s) for joining the Army Reserve.

(3) Upon completion of IET for non-prior service soldiers, the soldier's first line leader will conduct an interview. Primarily the soldier's duties and responsibilities are discussed and review of the soldier's current eligibility for reenlistment. Note: Identify to the soldier the reenlistment eligibility rules of Table 2-1, AR 140-111, particularly those dealing with APFT and weight control.

(4) Annually, during the soldier's birth month. During this interview the first line leader solicits the soldier's feeling about their assignment, duties and future reenlistment intentions.

(5) Twelve months prior to the soldier's ETS date, the commander will conduct an interview focused on the soldier's reenlistment intentions, problems the soldier may be experiencing and identification of possible solutions.

(6) Four months prior to the soldier's ETS date, the DARN determines the soldier's eligibility for reenlistment

IAW Table 2-1, AR 140-111 and Selective Reserve Incentive Program (SRIP) eligibility in accordance with AR 135-7 and current HQDA SRIP list (TAB J)), conducts an interview, and determines the soldier's reenlistment intentions. The DARN then provides the results to the 1SG and unit commander.

(7) The commander, 1SG, DARN, first line leader, or other interested party can conduct an interview at any time. Ensure that these interviews are recorded on the Reenlistment Eligibility Criteria Sheet and filed in the MARKS File 140-Interviews.

c. Retention, Transition, and Reenlistment Interview Administrative Procedures. Follow the steps listed below:

(1) By 1200 of each Sunday drill during a MUTA-4/5 or 1600 on Saturday of a MUTA-2 or 3, the DARN will provide the 1SG with a listing of required interviews for the next drill period. This list will show who requires an interview, who will do the interview, and times and locations of the interviews conducted by the DARN. (Note: do not schedule any interview after 1400 on Sunday).

(2) The 1SG will coordinate a time with the commander that he/she desires to do his/her interviews during the next drill period and advise the DARN.

(3) The 1SG will announce who will receive interviews during the next drill during final formation.

(4) The DARN will post the list on the retention and transition bulletin board.

(5) At the beginning of drill (prior to initial formation), the DARN will provide the 1SG the Reenlistment Eligibility Criteria Sheets for soldiers that require an interview, except those that they are required to do.

(6) The 1SG will provide those requiring first line leader interviews to the platoon sergeants. The platoon sergeants are responsible for providing the sheet to the first line leaders, ensuring the interviews are conducted and returning the sheet to the 1SG by 1200 on Sunday of a MUTA-4/5 and by 1600 on Saturday of a MUTA-2/3.

(7) To assist with interview techniques, refer to DA Pamphlet 611-1, The Army Interview, and FM 22-101, Leadership Counseling.

d. Reenlistment Eligibility Criteria Sheet. The following administrative procedures apply:

(1) By the end of each drill period the DARN will provide the UA with a list of soldiers who require interview during the up-coming drill period. To support this action, the UA will print an ETS and date of birth roster 5-10 days prior to each drill.

(2) The sheet is generated from the personnel module of CLAS/RLAS by the UA 5-10 days prior to each drill. When printed, place the sheets and rosters in the DARNs distribution box.

(3) The DARN will coordinate with the 1SG to ensure that required interviews are accomplished.

(4) The 1SG will review the interview sheets, keep the ones that show a soldier who may have a problem and

discuss them with the commander for resolution. Return the remaining sheets to the DARN.

(5) After review by the DARN, (who verifies that all interviews were conducted), provide the sheets to the UA for filing in the MARKS File.

e. Reenlistment and Extension Contracts. The AGR unit clerk or UA will prepare the DD Form 4/1 and 4/2 (reenlistment) and DA Form 4836 (extension). The following procedures will apply for contracting a soldier for continued military service:

(1) Prior to the 4 months before ETS interview by the DARN, reenlistment and SRIP eligibility will be determined using CLAS/RLAS generated Reenlistment Eligibility Criteria Sheet, Table 2-1 and Table 2-3, AR 140-111 and AR 135-7 with the current HQDA SRIP List (TAB J).

(2) If the soldier is eligible to reenlist and indicates he/she desires to reenlist, the DARN will solicit from the soldier what type of ceremony they desire. At a minimum, the ceremony will be conducted with the American Flag and witness present. Inform the soldier that the paperwork will be prepared and ceremony conducted the next drill period when the soldier is within the 3-month window. The DARN will provide the Reenlistment Eligibility Criteria Sheet to the AGR unit clerk, and inform the 1SG of the type reenlistment ceremony the soldier desires.

(3) If the soldier is eligible for a reenlistment bonus, the AGR unit clerk will fax USARC Form 80-1-R (Reenlistment Bonus Control Worksheet) (TAB K) to the 288th RSC Education Specialist at 1-000-000-0000 5-10 days prior to the reenlistment date for a bonus control number. Upon receipt of the bonus control number, complete DA Form 5261-2-R (TAB M) and make it part of the reenlistment contract.

(4) The unit clerk or UA will prepare DA Form 5261-4-R (TAB L) for soldiers who meet the eligibility requirements of AR 135-7 and the current HQDA SRIP List for the Student Loan Repayment Program. This form will become a part of the reenlistment contract.

(5) If the soldier meets the eligibility requirements for the Montgomery GI Bill (MGIB) as outlined in chapter 8, AR 135-7, do the following:

(a) Complete DD Form 2384-1 (example at TAB L) and make this document part of the reenlistment packet, not an addendum to the contract.

(b) After the reenlistment ceremony the DARN will give the soldier the original DD Form 2384-1. This form documents eligibility for Veterans Administration benefits.

(c) The AGR unit clerk will make an input into CLAS/RLAS to update MGIB eligibility, submit a copy of the form with the reenlistment contract and file one in the soldier's MPRJ. Note: A soldier can extend in certain cases to become eligible for the MGIB. For these cases see chapter 9, AR 140-111.

NOTE: A soldier's eligibility for MGIB benefits is based on the first 6-year contract on or after 1 Jul 85 provided the soldier meet the eligibility requirements.

Reenlisting a second term will not extend those benefits. See AR 135-7 for further guidance.

(6) Commanders may authorize soldiers who are not eligible to reenlist an extension provided they meet a rule criteria of Table 3-1, AR 140-111, (e.g., Rule O for over weight and making progress).

(7) Soldiers who are eligible to reenlist and desire to extend may do so using Rule A, Table 3-1, AR 140-111 with the commander's approval.

(8) Upon completion of the reenlistment or extension document(s), the AGR unit clerk will place them on the 1SG's desk.

(9) The DARN will pick up the reenlistment or extension document(s) from the 1SG when he/she delivers the interview sheets prior to the Saturday morning formation.

(10) At the conclusion of the ceremony, the DARN will ensure that all parties properly sign the document(s) and return them to the AGR unit clerk for distribution in accordance with AR 140-111.

(11) Completed contracts that are incorrect will be corrected by completing a "CORRECTED COPY" in accordance with AR 140-111. Contracts that have an error that affects the date of reenlistment or period of reenlistment must be processed in accordance with chapter 9, AR 135-178 or by requesting Army Board Corrections Military Records (ABCMR) action using DD Form 149 (TAB J).

f. Reenlistment Bonus.

(1) Soldiers who reenlist and meet the eligibility criteria of AR 135-7 and provided this unit or the soldier's MOS is on the current HQDA bonus list will be processed for a bonus as follows:

(a) Upon determination that a soldier is eligible, the UA or AGR clerk will prepare DA Form 5261-2-R (TAB L), as part of the reenlistment contract packet for signature after the reenlistment oath.

(b) Five to 10 days prior to the reenlistment date, the AGR unit clerk will verify that CLAS/RLAS data supports eligibility and request a bonus control number from the 288th RSC Education Specialist at 1-000-000-0000 using USARC Form 80-1-R.

(c) After receipt of the bonus control number, type the control number on DD Form 4, item 8b (Remarks), on the upper right hand corner on page one DA Form 3540-R, DA Forms 5261-2-R and finance documents.

(2) Soldiers who are reenlisted, were eligible and the DA Form 5261-2-R was not completed or soldiers who were reenlisted with a reenlistment bonus and were ineligible, will be processed in accordance with USARC Regulation 140-6. This also applies to similar enlistment situations.

h. Student Loan Repayment Program (SLRP). Soldiers who reenlist and meet the eligibility criteria of AR 135-7 and provided the soldier's MOS is on the current HQDA SLRP List, will be processed for SLRP as follows:

(1) Upon determination that a soldier is eligible, the UA or AGR clerk will prepare DA Form 5261-4-R (TAB

M), as part of the reenlistment contract packet for signature after the reenlistment oath.

(2) Soldiers who are reenlisted for SLRP, were eligible for the incentive and the DA Form 5261-4-R was not completed or soldiers who were reenlisted for SLRP and were ineligible, process in accordance with USARC Regulation 140-6.

h. Montgomery GI Bill (MGIB). Process enlisted soldiers for enrollment in the MGIB who reenlist or extend their current contract for a 6-year period (or officers who extend their current service agreement for 6 years using DA Form 5447-R) (TAB L) and meet the other eligibility criteria of chapter 8, AR 135-7.

(1) Complete DD Form 2384-1, Notice of Basic Eligibility for the Montgomery GI Bill (TAB L), and make it part of the reenlistment packet.

(2) Provide the soldier with the original copy of the DD Form 2384-1 and file the second copy in the soldier's MPRJ.

(3) Input the MGIB update in CLAS/RLAS and forward a copy of the DD Form 2384-1 with the reenlistment contract or extension document or the officer service agreement to the MSC for input MGIB eligibility update into TAPDB-R. NOTE: Currently CLAS/RLAS does not allow unit input for MGIB eligibility to transmit up the system, this will change upon implementation of the CLAS/RLAS change that is forthcoming.

(4) All soldiers, regardless of eligibility, will complete DA Form 5435-R, Statement of Understanding, Selected Reserve Education Assistance Program (TAB L). Distribution of the form will be in accordance with chapter 8, AR 135-7.

i. Affiliation Bonus. Process soldiers for the affiliation bonus who are released from active duty, have a remaining military statutory obligation (MSO) and meet the eligibility requirements of AR 135-7.

(1) Upon assignment of the soldier and receipt of sufficient records to determine the soldier has a remaining MSO, complete DA Form 5261-3-R (TAB L).

(2) If a delay occurs, the date of the DA Form 5261-3-R will be the effective date the soldier is assigned to the unit and meets eligibility.

j. Retention and Transition NCODP. At a minimum, conduct a retention and transition subject, e.g., benefits, retirement, incentive, reenlistment and extension eligibility, career planning, given by the unit or RSC AGR/IDT RTNCO as NCODP semi annually. Contact the 288th RSC RTNCO for support. Make this training part of the yearly training program (YTP).

k. Soldier Accountability Program. This program is outlined in USARC Regulation 140-6. The 1SG will ensure that the platoon sergeants for each platoon contacts soldiers who are absent for drill without a know reason by:

(1) Telephone the soldier's residence and/or work place to make contact with the soldier.

(2) Document the call using OP 271 (TAB M) and provide to the 1SG not later than 1200 on the day the soldier is absent.

#### l. DARN Selection.

(1) The commander and 1SG will select four soldiers to perform as DARN. They must meet the following qualifications:

(a) The criteria of AR 611-201 and USARC Regulation 140-6 for MOS 79S.

(b) Project a positive attitude and image of the USAR and not under suspension of favorable personnel actions.

(2) Document these appointments in accordance with USARC Pamphlet 140-1 and reflect the appointed duty in the soldier's job description and NCO-ER. Do not assign any other extra duties.

#### m. DARN Training.

(1) Newly assigned DARNs will attend the first available DARN (Duty Appointed) Training Course. As an interim measure, the 1SG will ensure the RSC RTNCO of support provides initial training with the soldier.

(2) After completion of the DARN (Duty Appointed) Course, if funding and quota are available, schedule the soldier to attend the two week Basic RTNCO Course at Ft. McCoy, WI.

n. Relocations. When a soldier moves out of the commuting distance of 50 miles or 90 minutes from the unit and desires a new assignment the UA or AGR clerk will follow the procedures below:

(1) Prepare DA Form 4651-R, Request for Reserve Component Assignment or Attachment (TAB N), showing the soldier's new address in block #3. Block #5 will be left blank.

(2) Forward the form with the soldier's MPRJ, health/ dental records, training records, and supply records directly to the 288th RSC, ATTN: AFRC-XXX-XX-X, for immediate transfer action.

o. Family Days. During family days accomplish the following:

(1) Issue dependent identification cards.

(2) Update Defense Enrollment Eligibility Reporting System (DEERS).

(3) Present mobilization briefing to the family members.

(4) Provide a copy of the Family Mobilization Guide (TAB P).

#### p. Unit Newsletter.

(1) The unit's monthly newsletter will identify who is newly assigned, recently promoted, reenlisted or extended, scheduled for reenlistment or extension, interview schedule for the up coming drill, beginning time and uniform of the next drill.

(2) The UA will mail the newsletter 10 days prior to each drill.

q. Employer Support of the Guard and Reserve (ESGR).

(1) Give each soldier a copy of the ESGR pamphlet (TAB F) about job rights for Reservists as part of the in-processing packet and copy will be on the retention and transition bulletin board.

(2) Provide each soldiers annually, an ESGR “My Boss is a Patriot” Award Nomination Form, NCESGR Form 10 (TAB O). The company commander will coordinate Presentation of the certificates to employers.

r. Recruiting.

(1) Give each soldier in the unit a USAREC Referral card semi annually and require them to generate a lead. The soldier will return the completed card to the 1SG, who will provide them to the local USAR Recruiter for follow-up.

(2) Additionally calling the lead into 1-800-USA-USAR may refer soldiers.

(3) The commander or 1SG and the UA or AGR unit clerk will attend the local recruiting battalion’s partnership council meetings based on announcements from the recruiting battalion or RSC.

s. “Will Train Yes” Vacancy Fills. Training NCO will schedule soldiers who were recruited to fill a “will train yes” position during in-processing. Provide the soldier with date of training and duration so they may inform their family and employer.

t. Retention and Transition Publicity.

(1) The UA is responsible for maintaining the retention publicity item (RPI) account and ordering RPI

semi annually from the current RPI status sheet (TAB R) using account number XXXXX.

(2) The 1SG and the DARNs are responsible for maintaining the retention and transition bulletin board. At a minimum, the board will have the following items posted:

- (a) Current HQDA SRIP List.
- (b) Employment right for Reservists.
- (c) Interview schedule for current and up coming month’s drill.
- (d) Information about relocation procedures.
- (e) Family support information about upcoming events.
- (f) DANTES testing information and test locations.
- (g) Copy of the current unit news letter.

(3) The DARN is responsible for ensuring the RPI rack is located in a high traffic area and that it is stocked with current RPIs on a monthly basis.

3. Although this SOP addresses and identifies specific actions by unit personnel, timeliness and good judgment must be exercised in all our actions, if we are to retain our soldiers and be prepared to mobilize, deploy, fight and win!

PAUL S. OLIVER  
CPT, MP, USAR  
Commanding

CF:  
CDR, 288th RSC  
CDR, 480th MP Bn



## **Appendix I**

### **Duty Appointed Retention And Transition NCO (DARN) Guidance Samples**

#### **MUTA-4 DARN ACTIVITY PLAN (SAMPLE)**

As with any endeavor, organization and planning are the essential elements to successful execution. Organizing and planning your DARN duties are critical to accomplishing them with the minimal amount of time.

1. This is your January drill. Prior to the Saturday morning formation:
  - a. Review the CLAS/RLAS reenlistment eligibility criteria sheets, see figure G-1 for an example, used to record interviews results on, to determine if soldiers are eligible for reenlistment. Indicate on each sheet if the soldier is eligible or ineligible for reenlistment and/or extension. Indicate SRIP eligibility for those in the 3-4 months prior to ETS window. After reviewing the CLAS/RLAS reenlistment eligibility criteria sheet, provided to the 1SG for review and appropriate action.
  - b. Review the current month's interview schedule and ensure you annotate the interview schedule with times and location that you will conduct your interviews. Do not schedule any interviews during the last 4 hours of the drill weekend.
  - c. Provide the 1SG with the sheets and the current month's annotated interview schedule for announcement during formation.
2. You will be conducting the 3-4 month prior to ETS interviews. Conduct this interview 4 months prior to ETS to allow the UA or AGR unit clerk maximum time to accomplish necessary actions. Your interview objectives are:
  - a. Ask the soldier to reenlist and obtain a positive answer.
  - b. Determine number of years the soldier desires to reenlist for and verify with the soldier any incentives they are eligible for.
  - c. Ask the soldier about the type reenlistment ceremony they desire, who they would like to do the reenlistment, and if relatives will be present. Make this a special occasion. Ask the chain of command to plan something special; e.g., cake, speech by the commander, or congratulations card from the chain of command.
  - d. Refer soldiers who do not desire to reenlist to the 1SG or commander. Determine objections, document on the interview sheet and forward to the 1SG or commander.
  - e. Provide the UA or AGR unit clerk with a list of soldiers who will be reenlisting during the February drill. Indicate the number of years and what incentive addendum to prepare with the contract. For extensions, indicate number of months and extension rule used, if for MGIB, so state.
3. Review the CLAS/RLAS alpha roster by birth month and the ETS roster. Determine who requires interviews during the February drill. Prepare the list and distribute to the 1SG, platoon sergeants and post on the retention and transition bulletin board beside the current month's schedule.
4. Review typed reenlistment/extension documents based on the results of the December interviews, ensure they are correct and any SRIP addendum or MGIB documents are enclosed.
5. Assist the reenlisting officer with the ceremony. Verify that all documents were properly signed and dated. Return the documents to the UA for distribution. If the MSC provides a reenlistment memento, present it to the soldier at the end of the ceremony.
6. Schedule/coordinate reenlistment ceremonies for the February drill based on this month's retention and transition interviews.

**Figure I-1. Sample MUTA-4 DARN Activity Plan**

**(LETTERHEAD STATIONERY)**

AFRC-XXX-XX (140)

17 Jan 99

MEMORANDUM FOR SGT JOHN E. DOE, CO B, 2ND MP BN, ATLANTA GA

SUBJECT: Duty Appointment

1. Effective 17 Jan 99 you are appointed as the DARN for Co B, 2nd MP Bn in accordance with USARC Regulation 140-6.
2. You will perform these duties until officially relieved or transferred from the unit.
3. You will complete DARN training within the next 12 months and you must serve a minimum of 24 months from completion of the training.
4. After completion of required training, you are authorized to temporarily wear the Career Counsel Badge in accordance with USARC Regulation 140-6 during your appointment period.
5. Your duties are:
  - a. Review and extract data from a soldier's MPRJ and PQR. Know the source location for information that is incomplete or questionable within the MPRJ/PQR; e.g., health records for current physical, weight control records for height/weight.
  - b. Maintain interview schedule by using two CLAS/RLAS personnel rosters provided by the UA or AGR unit clerk. The first is an alpha roster of soldiers by birth month and the second is a roster of soldiers by ETS date.
  - c. Conduct required retention and transition interviews.
  - d. Determine a soldier's reenlistment eligibility window, date of birth on date of reenlistment and total military service at ETS.
  - e. Determine reenlistment eligibility.
  - f. Determine extension eligibility.
  - g. Determine Selective Reserve Incentive Program (SRIP) eligibility.
  - h. Coordinate reenlistment and extension ceremonies based on desires of the soldier.
  - i. Review reenlistment and extension documents to determine accuracy.
  - j. Brief the 1SG at the end of each drill period about the retention and transition actions you performed. Provide the 1SG with a list that outlines who will reenlist and who requires retention and transition interviews during the next drill period. During the brief, discuss the unit's retention and transition climate and what is impacting negatively.
  - k. Conduct NCODP on retention and transition subject when scheduled by the 1SG on the unit training schedule.
  - l. Assist 1SG with maintenance of the unit's retention and transition bulletin board and RPI rack.

DAVID A. SMITH  
CPT, MP, USAR  
Commander

CF:  
1SG  
UA  
RSC IDT RTNCO  
MPRJ

**Figure I-2. Sample Duty Appointment Memorandum Format for DARN**



**CLAS/RLAS-PRODUCED REENLISTMENT ELIGIBILITY CRITERIA SHEET  
(SAMPLE)**

Name: \_\_\_\_\_ Grade: \_\_\_\_\_ DOB: \_\_\_\_\_

ETS: \_\_\_\_\_ TPU ETS: \_\_\_\_\_ PEBD: \_\_\_\_\_  
 PMOS: \_\_\_\_\_ SMOS/CMF: \_\_\_\_\_ DMOS/CMF: \_\_\_\_\_  
 HT: \_\_\_\_\_ WT: \_\_\_\_\_ Date Last Phy: \_\_\_\_\_ Date Last APFT: \_\_\_\_\_

Unit/Duty Section: \_\_\_\_\_ Date Assigned: \_\_\_\_\_  
 Supervisor: \_\_\_\_\_

Contract Date: \_\_\_\_\_ Home Phone: \_\_\_\_\_

Address: \_\_\_\_\_

Dependents: \_\_\_\_\_

Civilian Occupation: \_\_\_\_\_

Military Training: \_\_\_\_\_

ELIGIBILITY CRITERIA (AR 140-111, TABLE 2-1) YES NO	REENL WAIVER			EXTENSION AUTH		
	YES	NO	YES		NO	RULE
AGE (RULE A)						
MEMBERSHIP (RULE A.1)						
CITIZENSHIP (RULE B)						
EDUCATION (RULE D)						
MEDICAL (RULE E)						
BODY WEIGHT (RULE F)						
GRADE AND MOS (RULE G)						
MARITAL STATUS (RULE I)						
MORAL AND ADMIN (RULE J)						
APFT (RULE K)						

Date	Type of Interview	Title	Record of Interviews Interviewer	DA Form 4856-R Completed

**Figure I-3. Sample Reenlistment Eligibility Criteria Sheet (CLAS/RLAS Produced)**



**Appendix J**  
**After Action Report Format**

AFRC-XX (MARKS #)

17 Jan 99

MEMORANDUM FOR (Action Officer's Staff Principal)

SUBJECT: Unit Retention Visit – After Action Report

**1. BACKGROUND:**

- a. Purpose of TDY/conference was \_\_\_\_\_.
- b. The TDY/conference was conducted on (dates).
- c. The TDY was performed at (organization/unit, city, state).
- d. Attendees or Persons Contacted. Provide list here or as an enclosure.

**2. HIGHLIGHTS OF DISCUSSION.** Provide an overview of the scope of the TDY/conference.

**3. POLICY MATTERS.** Specifically identify major decisions and/or policy guidance developed or disseminated to include agencies responsible for specific actions.

**4. TDY/CONFERENCE EFFECTIVENESS EVALUATION.** Based upon this conference, state whether a similar conference should be in the next FY Conference Program or, in the event of TDY, define how your objective was or was not met.

**5. PROPOSED FOLLOW-UP ACTIONS.** Identify any taskings or issues that need to be addressed as a result of the TDY/conference.

Encl Block                      XXXXX X. XXXXXXXX  
                                         \* Signature Block

APPROVED: \_\_\_\_\_  
DISAPPROVED: \_\_\_\_\_  
OTHER: \_\_\_\_\_  
SEE ME: \_\_\_\_\_

If not a staff principal, division chief or branch chief, use following format for signature block:

Military Signature Block  
NAME  
Rank, Branch  
Position Title  
Army Reserve Command

Civilian Signature Block  
NAME  
Position Title  
U.S. Army Reserve Command      U.S.



## **Appendix K**

### **IDT RTNCO Visitation Agenda**

**K-1.** Based on your visitation/activity schedule, a minimum of 60 days prior to a unit visit, forward a memorandum advising the unit of your visit and the purpose of the visit, e.g., follow-up training with DARN. Ensure you establish a time to conduct an in brief with the commander/1SG, this may require a call to the 1SG to establish a time. See figure K-1 for an example of a unit visit notification memorandum.

**K-2.** Seven to ten days prior to the visit, call the unit to ensure nothing has changed and they are aware of your visit. Make a note of whom you talked with and if the person is not the UA or AGR unit clerk, advise them to inform the UA or clerk of your telephone call and provide a number where they can reach you.

**K-3.** Review statistical reports, unit manning report, commander's pay report, previous AARs and any other information available to know as much about the unit before you arrive.

**K-4.** Arrive at the unit prior to the initial formation in the uniform of the unit being visited. Stand at the back of the formation and observe. Are the commander and 1SG present? If not, why not?

**K-5.** After formation and based on the time of your in briefing, visit the dining facility, supply room and motor pool areas and look for new soldiers performing extra duties. Upon finding new soldiers performing extra duties, inform 1SG and make it part of your after action report.

**K-6.** During the in briefing, ask the commander and 1SG if they have any specific retention and transition issues or problems for you to assist them with. Advise them of what you are planning to do during the visit (this is based on your notification memorandum) and arrange for an out brief time.

**K-7.** The following are areas that you need to observe and/or do:

a. Validate the DARN(s) ability to perform their basic retention and transition tasks by observing them. Take on the spot corrective training actions.

b. Compare interview schedules with the CLAS/RLAS ETS and date of birth rosters and ensure that current month and up coming month are complete.

c. Observe in-processing of new soldiers at various locations it occurs, e.g., training office, supply room.

d. Talk with newly assigned soldiers and ask about their initial experience and specifically about:

(1) Sponsorship. Did they receive a welcome letter? Who is their sponsor? Were they called before the first drill? Did their recruiter bring them by the USAR center?

(2) In processing. Have they talked to the 1SG and commander and did they cover what the soldier expected and asked why they joined the unit. Seen the UA or AGR unit clerk and had their insurance form and emergency data card been filled out. If they were assigned to fill a "will train yes" position, did the training office schedule them for training and do they know the dates and length of it? When were they told they would receive their uniforms?

(3) "What has their supervisor told them?" "Did they receive a job description for their duties?"

e. Observe and participate in training to determine effectiveness.

f. Eat the noon meal with the soldiers and make it an opportunity to talk with soldiers.

g. Based on requests by the commander and/or 1SG, conduct NCO session on retention and transition subjects; e.g., retirement, SRIP and educational opportunities, career planning using USARC Form 83-R (Army Reserve Career Plan), reenlistment and extension eligibility, and Employer Support of the Guard and Reserve (ESGR). End the session with an action; e.g., provide DA Forms 145 and enroll soldiers in a correspondence course at the end of career planning or provide ESGR "My Boss Is A Patriot" Nomination Form, NCESGR Form 10, at the end of the ESGR session. This form can be obtained by contacting your ESGR liaison/NCO at the MSC. Finalize the action by collecting the forms, ensuring they are correct/complete and obtain signatures if required. Make copies for unit files and mail them to the appropriate address. A reproducible copy of USARC Form 83-R is at the back of this publication.

h. Review sign in sheets, DA Forms 1379 and MPRJs of soldiers who have been documented with a "U" for unsatisfactory performance of a drill period. Verify that they were telephonically contacted. Results recorded on OP 271, Record of Telephonic Conversation, and the form is filed in the temporary section of the MPRJ. Call/contact soldiers as necessary to validate documentation.

i. During review of the MPRJ, validate completion of required retention and transition interviews.

j. Attend meetings when invited and provide input.

k. Assist the unit leadership in becoming more creative and innovative in creating a positive retention and transition environment by "brain storming" to come up with new ideas, e.g.:

(1) Establishing a table of recognition in the dining facility. It's a special table that is decorated with a white table cloth, candles, cloth napkins, etc. The commander and 1SG preside over the table and soldiers who are newly assigned

(first drill), promoted that drill, reenlisting, receiving an award, first drill back after completing training, leaving or other soldiers who deserve recognition sit at the table during lunch.

(2) Provide new soldiers with stick-on name tags. It should include their name and training MOS. The command would direct anyone passing a soldier with this tag on to stop and welcome the new soldier to the unit.

(3) Create positive out of negatives. Weapons, protective masks and equipment must be cleaned. If new soldiers are involved after in-processing and pre-IET training, ensure that it occurs positively by making the duty a training environment rather than a perceived work detail. In other words structure it as a training class with task, condition and standards.

l. Determine who is the USAR Recruiter that supports the unit. When was the last time he/she visited the unit during drill and solicited referrals. During interviews with new soldiers ask them about how the recruiter performed their duties, e.g., did they bring them to the USAR center or make promises they could not keep. However, do not lead the soldier into false or "perceived" recruiter improprieties.

m. Prior to conducting your out brief, prepare a list of actions taken and recommendations.

n. At the established time, conduct the out brief with the commander and/or 1SG. Based on topics of discussion, the UA/AGR unit clerk, training NCO, supply SGT, platoon SGT/leader or other individual may need to be present. Provide the commander and other attendees with your list of actions taken and recommendations. Discuss the list and inform them it will become a part of your after action report. Confirm the dates of your next visit and ask if they have any specific actions for you to do during your next visit.

AFRC-XXX-XX

17 Jan 99

MEMORANDUM FOR COMMANDER, 355TH POSTAL CO, NASHVILLE, TN

SUBJECT: Unit Retention and transition Visit

1. On 12-13 Mar 99, I will be conducting a unit retention and transition visit. I will arrive at approximately 0700 prior to your initial formation. Based on my conversation with 1SG Tucker on 16 Jan 97, I plan to conduct my in briefing with you, the 1SG and DARN at 0800 on 12 Mar 97. If this conflicts with your schedule, please contact me.

2. The purpose of my visit will be to: review your RTNCO's ability to perform their basic retention and transition duties, observe and validate your sponsorship program, visit with a sampling of (approximately 10%) of the enlisted soldiers and observe the retention and transition environment of the unit.

3. I request the following indicated documents be made available for review:

- \_\_\_\_\_ DARN appointment order.
- \_\_\_\_\_ Current Unit Manning Reports, both CLAS/RLAS and SIDPERS.
- \_\_\_\_\_ DA Forms 1379 and sign in roster for past 3 months.
- \_\_\_\_\_ Copies of welcome letter for previous 3 months.
- \_\_\_\_\_ Completed USARC Form 62-R, Sponsor's Guide and Checklist.
- \_\_\_\_\_ Welcome Packet for newly assigned soldiers.
- \_\_\_\_\_ List of trained sponsors.
- \_\_\_\_\_ Unit Retention and transition SOP.
- \_\_\_\_\_

4. Also, based on my last visit, you requested I conduct NCO DP on USAR Non Regular Retirement at 1300 on 12 Mar 99.

5. If any questions arise, please contact me at (000) 000-0000.

CORBIN B. PARKER  
SSG, USAR  
Retention and Transition NCO

CF:  
Unit 1SG (mail to his/her home address)  
RSC Sr RTNCO  
Supervisor

**Figure K-1. Sample Unit Visit Notification Memorandum**

## **Appendix L**

### **Management of TWO Candidates**

**1. Warrant Officer Candidate (WOC) Appointment.**

The unit appoints the soldier as a WOC in formation, after receiving the memorandum from the DA Selection Board. The WOC brass is available through the unit supply system or purchase via overnight mail from Fort Sam Houston, TX by calling (210) 221-5111.

**2. Transfer to New Unit.**

If the soldier is selected as a candidate against a position in another unit, the soldier initiates a DA Form 4651-R in accordance with the selection board memorandum. The unit of assignment provides support to the candidate until the transfer is effective.

**3. WOC Utilization and Evaluation.**

The unit uses the WOC in the position vacancy for which selected. The candidate performs duties commensurate with that of a WO1. The unit evaluates the WOC using the enlisted evaluation form. However, the rating chain is the same as that of a WO1. Indicate grade and rank as WOC/E\_.

**4. . Annual Training (AT) Requirement.**

The WOC does not have an AT obligation with the unit. The AT is used by AR-PERSCOM for attendance at required schools to ensure completion of the Warrant Officer Candidate School (WOCS) and Warrant Officer Basic Course in the shortest possible time. The candidate may attend AT with the unit as long as it does not compromise training under the WOC program.

**5. MOS Code for WOC.**

Units use special reporting code 09W for WOCs as their primary and duty MOS.

**6. Deployment While in a Candidate Status.**

Candidates deploy in their previously designated PMOS and enlisted grade. However, once appointed a WO1, they are not deployable until completion of WOBC.

**7. Additional Uniform Requirements.**

Candidates are authorized an additional two (2) sets of BDUs in accordance with CTA 50-900. These are mandatory items at WOCS.

**8. Army Physical Fitness Test (APFT).**

Candidates must complete the standard three event APFT, no alternate events are authorized. The unit administers the “for record” APFT to Army standards. A minimum score of 230 is strongly recommended to make WOCS easier for the candidate. However, a minimum score of 180 with 60 points in each event will keep the soldier in training.





## **Appendix M**

### **Mentor's Guide for WOCS**

The WO mentor shares knowledge, experience, and acts as a role model. Through mentoring, each new candidate and newly appointed WO1 maximizes his or her own potential. The mentor should cover the following specific points with the candidate.

- a. Warrant Officer Candidate Interview.
  - (1) Welcome the candidate and put them at ease.
  - (2) Discuss personal and financial aspects of attendance at WOCS.
  - (3) Discuss family and employer support.
  - (4) Have the candidate write a 300 word autobiography using the army writing style. Refer to WOCS Orientation Guide.
  - (5) Discuss why they want to become a WO.
  - (6) Discuss all areas of the Mentor's Guide.
- b. Physical Fitness Training and Weight Control.
  - (1) Review APFT results, a minimum score of 230 is recommended.
  - (2) Review FM 21-20, Physical Fitness.
  - (3) Obtain APFT Improvement Plan from AR-PERSCOM if needed.
  - (4) Review AR 600-9, Army Weight Control Program.
- c. Leadership Training and Counseling.
  - (1) Review Leadership Competencies (FM 22-100 APP A).
  - (2) Review Leadership styles and when to employ them (FM 22-100 APP B).
  - (3) Review Leadership Counseling, sources of power (FM 22-101).
  - (4) Review the seven steps of problem solving, decision making, and planning (FM 22-101, page 34-35).
- d. Communicative Skills.
  - (1) Understand and use the Army Writing Style (AR 25-50, Chapter 1, Sec IV).
  - (2) Review Preparing and Managing Correspondence, know how to complete a memorandum (AR 25-50).
  - (3) Review Oral communication/briefings, perform a formal briefing (FM 101-5, APP C).
- e. Drill and Ceremonies/Military Bearing and Traditional Courtesies.
  - (1) Know how to lead platoon/squad drill and utilize PT formations (FM 22-5).
  - (2) Know Manual of the Guidon (FM 22-5 APP C).
  - (3) Know Saluting and Reporting (FM 22-5, APP A)
  - (4) Know Wear and Appearance of Army Uniforms and Insignia (AR 670-1).
- d. The WOCS General Information.
  - (1) Have recent WOCS graduates brief the new candidate.
  - (2) Review WOCS Orientation Memorandum and Guide, available on the WO Career Center Home Page.
  - (3) Review History of the Warrant Officer (DA Pam 600-11, para 1-6).
  - (4) View videotape of "So You Want to be a Warrant Officer."



**Appendix N**  
**USAR Warrant Officer (WO) Checklist**

APPLICANT IS USAR\_\_\_\_\_IRR TO TPU\_\_\_\_\_IMA TO TPU\_\_\_\_\_OTHER\_\_\_\_\_

1. DA FORM 61(W/COMMANDERS STATEMENT SIGNED ON ITEM 41)\_\_\_\_\_
2. RECOMMENDATION BY APPLICANTS COMMANDER\_\_\_\_\_
3. RECOMMENDATION BY APPLICANTS BN COMMANDER\_\_\_\_\_
4. RESUME\_\_\_\_\_
5. DA FORM 2A\_\_\_\_\_
6. DA FORM 2-1\_\_\_\_\_
7. DA PHOTO\_\_\_\_\_
8. DA FORM 2166-7 (LAST 5 NCOER'S)\_\_\_\_\_
9. EDUCATION QUALIFICATION (TRANSCRIPTS)\_\_\_\_\_
10. DA FORM 3574 OR 3575\_\_\_\_\_
11. OTHER LETTERS OF RECOMMENDATION\_\_\_\_\_
12. DA FORM 1059 (BNCOC/PLDC)\_\_\_\_\_
13. SECURITY CLEARANCE VERIFICATION\_\_\_\_\_
14. STATEMENT OF UNDERSTANDING\_\_\_\_\_
15. PHYSICAL SF88\_\_\_\_\_SF93\_\_\_\_\_
16. HIV RESULTS\_\_\_\_\_
17. WOC VIDEO STATEMENT\_\_\_\_\_
18. PT CARD DA FORM 705\_\_\_\_\_
19. UVREPORT\_\_\_\_\_



## **Appendix O**

### **Instructions for Completion of USARC Form 95-R, Leads Data Form**

1. Name. Enter last, first and middle name.
2. Telephone No.. Enter home telephone number.
3. Initial Contact Date. Enter the initial date of contact.
4. Follow-up Date. Enter in pencil date follow-up appointment is scheduled.
5. Present Address. Enter present home address. (Street address if possible).

#### ***Section I – Personal and Prior Service Data.***

6. SSN. Enter the social security number.
7. Age. Enter current age.
8. Date of Birth. Enter the date of birth in YYMMDD format (Example: 990120 for Jan 20, 1999)
9. Sex. Enter sex as “M” for male and “F” for female.
10. Height. Enter height in inches.
11. Weight. Enter weight in pounds.
12. BF%. Enter body fat percentage if required.
13. Hair. Enter hair color.
14. Eyes. Enter eye color.
15. Race. Enter the race as “C” for White (Caucasoid), “N” for African-American or Black (Negroid or African), “R” for Red (American Indian), “M” for Yellow (Asian/Mongoloid), or “X” for Other (does not match any above category).
16. Marital Status. Enter appropriate marital status as “S” for single, “M” for married, “D” for divorced, or “S” for legally separated.
17. # Depn. Enter number of legal dependants.
18. Spouse. Enter spouse’s name and address.
19. Health. Enter comments of overall stated health (Example: “Good”, “Fair”, or “Excellent”).
20. Drivers License No. Enter drivers license number or “None” for no license.
21. State. Enter state where license was issued.
22. Expiration Date. Enter expiration date of the driver’s license.
23. RE/SPN Code. If former military, enter the RE Code from the DD Form 214.
24. Months/Days AD. If former military, enter the number of months and days served on active duty.
25. Grade. Enter the last grade held on active duty or reserve.
26. PMOS. If former military, enter the primary military occupational specialty.
27. SMOS. If former military, enter the secondary military occupational specialty.
28. Date Separated. If former military, enter the date separated reserves or active duty.
29. Status. Enter the present status as “IRR” for Individual Ready Reserve or “IMA” for Individual Mobilization Augmentee.
30. ASVAB Date. Enter the scheduled date of ASVAB administration in pencil and in pen when finalized.
- GT, GM, EL, etc. Enter line scores under each area.
- Special Test Scores. Enter the type of special test and score (e.g., DLAB 118).
31. Last Physical Date. Enter the date of last physical in YYMMDD format.
32. Physical Profile (PULHES). Enter the physical profile. (e.g., 111111)
33. Color Vision. Enter color vision as “Nor” for normal, “R/G” for red/green, or “Non” for none.

#### ***Section II – Results of Initial Interview Information***

34. Remarks. Enter any additional information. Enter results of Initial Interview Information.
- 35-37. Follow-Up Activities. Enter the follow-up comments with location and date/time of meeting.

#### ***Section III – Results of Transfer/Tech Warrant Officer Acceptance***

38. Unit Soldier Transferred To. Enter the unit soldier transferred from IRR to TPU or by accepting a TWO position.
39. Unit Telephone No. Enter the unit telephone number of the unit soldier transferred to.
40. Unit UIC. Enter the Unit Identification Code of the unit assigned or transferred.
41. MOS. Enter the Military Occupational Specialty soldier transferred to.
- 42-44. PARA/LINE/POSN. Enter the paragraph, line and position from the UMR soldier transferred to.
45. Name and Address of Employer. Enter name and address of employer for ESGR.
46. Name of Unit Sponsor Assigned. Enter the name of the unit sponsor assigned.
47. Name of TWO Mentor Assigned. If soldier assigned as a TWO, enter the mentor assigned.
48. Retention and Transition NCO’s (RTNCO) Name. Enter name of RTNCO completing card.
49. Date Card Initiated. Enter date card initiated.
50. The RTNCO Unit Name. Enter name of unit soldier assigned.



## Appendix P

### Instruction for Completing USARC Form 96-R, Leads List

- a. Name.** Enter LEAD Last name, first name
- b. Address.** Enter LEAD Address. Mailing and street address if both are different
- c. Phone.** Enter LEAD Telephone number. Work number also if available.
- d. Blueprint Information.** Enter LEAD information such as MOS, ETS date, Ed years, and any other information that might be used to schedule an appointment.
- e. Type.** Enter the TYPE of prospect. (These entries should be in Ink)
1. **PS** - Prior service- Any former military personnel without obligated service, who requires MEPS processing. (Includes Army National Guard)
  2. **IRR** - IRR Transfers – Soldiers who are currently assigned to the Reinforcement Control Group, and or the AT Control Group.
  3. **NPS** - Non-Prior Service Applicant- Individuals who have never served in military service.
- f. Time/Date and Results of Contact.** Enter the time, date, and results of attempts in pencil. When the LEAD has been contacted, annotate the results of the conversation in ink in the appropriate 1<sup>st</sup>, 2d, 3d, etc., column.
- Note:** A contact is defined as personal contact with the prospect, however secondhand information regarding death or handicap also constitutes contact.

### *LEAD Disposition Codes*

Disposition of LEAD	Code	Notes
a. Lead becomes Prospect	95-R	Annotate the Code box with code unless terminated or prospect Transfers in TPU.
b. Lead found to be disqualified	U	Annotate the Code box with code and indicate reason for disqualification.
c. Lead enlisted in another service	MS	Annotate the Code box with code and indicate service LEAD enlist into.(i.e., NG, AFR, NR, RA).
d. Proved to be totally without	NI	Annotate the Code box Interest in Transfer. With code after three or more contacts and indicate reasons.
e. Lead moved out of area	M	Annotate the Code box with code, and refer to the RSC to where the soldier moved to with any information available to contact the soldier at his/her new address.
f. Lead Transferred in TPU	Trans	Annotate the code box with the code and indicate date/unit assigned.

**Note:** The final determination of any LEAD will be color-coded.

LEADS who transfer/Enlist into a TPU of the Army Reserve will be highlighted in Light Green.

LEADS whose final determination is M, MS, U, NI, is highlighted.





## Appendix Q

### Instruction for Completing USARC Form 97-R, Leads Processing List

- a. **Name.** Enter RTNCO Last name, first name
- b. **Month.** Enter Month Processing. Should begin 1<sup>st</sup> day of the Processing month.
- c. **Dates.** Enter Dates (1-31 of the month).
- d. **Page.** Enter page number of cumulated pages of total processing list.
- e. **Appointment Objective.** Enter number of appointment goals (based upon RSC guidance).
- f. **Appointment Achievement.** Enter RTNCO accomplishments as they occur.
- g. **Appointment Conducted Objective** - Enter number of appointment conducted goal (based upon RSC guidance).
- h. **Appointment Conducted Achievement** - Enter RTNCO accomplishment as they occur.
- i. **Assigned Mission**- Enter the assigned Mission.
- j. **Assigned mission Achievement** - Enter the RTNCO accomplishment as they occur.
- k. **Name/Phone.** Enter the LEADS name, last name, first name, home and or work telephone number.
- l. **PS.** Enter an "X" if IRR Transfer and/or Prior Service.
- m. **NPS.** Enter an "X" if LEADS has never been a member of a military service.
- n. **Office of Origin.** Enter type of LEAD source from USARC Form 95-R.
- o. **Appointment Made.** Enter an "X" in APPT Made block. Enter the date appointment was made in the block.
- p. **Appointment Conducted.** Enter an "X" in APPT Conducted block. Enter the date appointment was conducted in the block.
- q. **Will Train.** Enter an "X" in the Will Train Block if the LEAD requires training for the position offered to the LEAD.
- r. **Test Score.** Enter the AFQT score from the Armed Services Vocational Battery if applicable.
- s. **Physical Date/Result.** Enter date of current physical, and current profile. Enter HIV date if available.
- t. **Results/Unit Assigned.** Enter the Unit Assigned (UIC, Unit Name, City, State) or Final Disposition of the LEAD.
- u. **Transition Date.** Enter the Date the transition and or the reservation was completed.

**Note:** At the end of every Calendar Month, annotate all applicants who the RTNCO considers "active" into a carried forward status by annotating "CF" in the transition date portion of the form.

### *Processing Lists*

**Procedures.** The RSC transition managers complete USARC Form 97-R in accordance with the following guidelines. (Permanent entries will be made in ink and temporary entries in pencil. Temporary entries are made permanent when the required action has been accomplished.)

- a. Maintain a separate USARC Form 97-R on each RTNCO.
- b. Start a new USARC Form 97-R each month. Transfer all "CF" applicants to the new processing list.
- c. Transfer/enlistment or termination must ultimately close all processing list entries. Termination of an entry does not necessarily mean termination of USARC Form 95-R. The RTNCO may determine that the applicant is not sufficiently interested for further processing, but may warrant near-term follow-up. The processing list entry is recorded with "LI"(Lost Interest) annotated on it. The RTNCO ensures USARC Form 95-R is annotated, and suspended for future action.
- d. Applicants removed from the processing list, for any reason, and regenerated at a later date, may be credited as a regenerated appointment, at the discretion of the RSC manager. A guide for this should be the effort-expended to regenerate the applicant's interest. The original lead source will not change on USARC Form 95-R.
- e. Enter the following disposition codes and date on the processing list.
  - (1) TRANS= Transferred to TPU.
  - (2) QCM= Qualified changed mind.
  - (3) LI= Lost Interest
  - (4) T= Terminated.
  - (5) PDQ= Permanently disqualified.
  - (6) C/F= Carried Forward.
- f. Processing list is filed under the MARKS system for one (1) FY, and then destroy.



## Glossary

AAR.....	after action report	MGIB .....	Montgomery G.I. Bill
ADSW .....	active duty for special work	MOS .....	military occupational specialty
AGR.....	Active Guard Reserve	MOU .....	memorandum of understanding
ANCOC .....	Advanced Noncommissioned Officer Course	MPRJ.....	Military Personnel Records Jacket
APFT .....	Army Physical Fitness Test	MSC .....	Major Subordinate Command
ARNG.....	Army National Guard	MUTA.....	Multiple Unit Training Assembly
AR-PERSCOM.....	Army Reserve Personnel Command	NCO .....	noncommissioned officer
ARRTC.....	Army Reserve Readiness Training Center	NCODP .....	Noncommissioned Officer Development Program
ASI .....	additional skill identifier	NPS .....	non-prior service
ASVAB.....	Armed Services Vocational Aptitude Battery	OMAR.....	Operation and Maintenance, Army Reserve
AT .....	annual training	POC.....	point of contact
BNCOC.....	Basic Noncommissioned Officer Course	PQR.....	Personnel Qualification Record
CLAS/RLAS .....	Center Level Application Software	PS.....	prior service
CRRT.....	Commander Retention Readiness Tool	REQUEST .....	Recruit Quota System
CSM.....	Command Sergeant Major	RTNCO .....	Retention and Transition Noncommissioned Officer
DA.....	Department of the Army	RTO .....	Retention and Transition Office
DANTES.....	Defense Activity for Non-Traditional Education Support	RPA.....	Reserve Personnel, Army
DARN.....	Duty Appointed Retention and Transition NCO	RPI .....	Retention Publicity Item
DLAB.....	Defense Language Aptitude Battery	RPC.....	Recruiting Partnership Council
EL.....	Electronics (ASVAB)	RSC.....	Regional Support Command
ESGR.....	Employer Support of the Guard and Reserve	RST .....	rescheduled training
ETS.....	estimated time of service	RTB.....	Retention and Transition Branch
FLL.....	first line leader	RTD.....	Retention and Transition Division
FSP .....	Force Support Package	RTNCO.....	Retention and Transition NCO
FTS.....	full-time support	RTO.....	Retention and Transition Office
FY.....	fiscal year	SOP .....	standard operating procedure
GM.....	General Maintenance (ASVAB)	SRIP .....	Selected Reserve Incentive Program
GT.....	General Technical (ASVAB)	SQI.....	special qualifications identifier
HHC.....	Headquarters, Headquarters Company	TAPDB-R.....	Total Army Personnel Database-Reserve
HQDA.....	Headquarters, Department of the Army	TPU.....	troop program unit
IAW .....	in accordance with	TRADOC .....	U.S. Army Training and Doctrine Command
IDT .....	inactive duty training	TWO.....	Technical Warrant Officer
IET.....	initial entry training	UA.....	unit administrator
IRR .....	Individual Ready Reserve	UAT .....	Unit Assistance Team
LIC .....	language identifier code	UCP.....	unit climate profile
MARKS .....	Modern Army Recordkeeping System	UMR.....	unit manning reports
		USAR.....	United States Army Reserve
		USARC.....	United States Army Reserve Command
		USAREC .....	United States Army Recruiting Command
		USR.....	unit status report
		URR .....	Unresourced Requirements
		UVREPORT.....	Unit Vacancy Report
		WO.....	Warrant Officer